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**RESEARCH REPORT**

**Incorporating Corporate Sustainability and Responsibility  
(CSR) in Project Management for the Information Technology  
(IT) Sector: Barriers and Enablers.**

By

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A research project submitted to the Gordon Institute of Business Science,  
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Masters of Business Administration.

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## **ABSTRACT**

The aim of this study was to determine the extent to which CSR is incorporated into the management of projects within the Information Technology (IT) Sector. The study's focus was particularly on IT Projects and IT Project Management.

This research adopted a qualitative, exploratory approach as the study aimed to obtain new insights. Information was gathered from a cross-section of 8 companies, with 13 experts participating in semi-structured interviews.

The study found that cost reduction is the real motive behind undertaking of IT Projects. The efficiencies brought about by IT Projects improve processes and cut out unnecessary waste. The reduction of operational risk, increase of revenue and reduction of costs are the true motivations for undertaking these IT Projects. If value creation is argued from this perspective, it could be considered a viable Business Case.

The study found that CSR is well incorporated in organisations that have Project Management Offices (PMOs). Because the PMOs appear to engender good CSR practices, Management should seriously consider the establishment of PMOs to effectively address the incorporation of CSR into their IT Projects and IT Project Management.

The use of IT Projects to develop beneficial products presents a solid Business Case for CSR incorporation.



## **KEYWORDS**

Corporate Sustainability and Responsibility

Corporate Social Responsibility

IT Project Management

Business Case for CSR

CSR

## DECLARATION

I (full names & surname):	<b>Shadreck Phiri</b>
Student number:	<b>13402316</b>

### **Declare the following:**

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Signature

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Date

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## **DEDICATION**

This publication is dedicated to my very supportive partner and beautiful wife, Mundia, whose patience and understanding, as well as tolerance of my long periods of absence as I worked through the research, all contributed to this work being put together with not much pressure. Also dedicated to my lovely and diligent daughter, Denise, who, at the age of only 10, has her sights set on obtaining the MBA. I also dedicate this work to my tech-savvy son, Samson, who is turning 4, and who at times could not understand why I would leave before he wakes up and only come back home well after his bed-time.

# **Incorporating Corporate Sustainability and Responsibility (CSR) in Project Management for the Information Technology (IT) Sector: Barriers and Enablers.**

## **1 INTRODUCTION TO THE RESEARCH PROBLEM**

This study aims to determine the extent to which Corporate Sustainability and Responsibility (CSR) is incorporated into the management of projects within the Information Technology (IT) Sector. The study seeks to test how much of CSR is incorporated within the Project Management domain, with a particular focus on the IT Projects and IT Project Management.

Visser (2013) noted that the term CSR, which is commonly understood as the abbreviation for Corporate Social Responsibility, remains a contested concept. Visser (2013) presented CSR to mean Corporate Sustainability and Responsibility, which is defined as "...the way in which business consistently creates shared value in society through economic development, good governance, stakeholder responsiveness and environmental improvement" (p. 4).

As this research views CSR practices through the lens of the DNA Model of CSR that was proposed by Visser (2013), the term CSR will be taken to mean Corporate Sustainability and Responsibility, unless otherwise specifically stated. Further, for the purposes of this study, CSR shall be taken to incorporate Corporate Social Responsibility, Sustainable Development, as well as Sustainability, in order to bring consistency in the terminology used in this report.

This research builds on a number of related studies that have been carried out in recent years (Brent & Labuschagne, 2007; Labuschagne & Brent, 2005; Silvius, Schipper, & Nedeski, 2012; Shen, Wu & Zhang, 2011; Valdes-Vasques & Klotz, 2013). Silvius, Schipper, & Nedeski (2012) noted that as a result of the emerging nature of studies that link CSR to Project Management, such studies have justifiably approached the topic mostly from a conceptual, logical or moral perspective. The authors argue that such approaches, while making sense, "...do not diminish the need for more empirical studies to understand how the concepts of sustainable development are implemented in practice" (Silvius, Schipper, & Nedeski, 2012, p. 1).

While several studies have been conducted with themes such as determining the extent to which organisations consider the concepts of CSR in the initiation, development and management of projects (Silvius, Schipper, & Nedeski, 2012), this research builds on such findings and extends some of these to the testing of the Business Case of CSR (Kurucz, Colbert, & Wheeler, 2008; Silvius, Schipper, Planko, Van den Brink & Kohler, 2012; Visser, 2013).

The research will test the Business Case for CSR in IT Project Management, to determine how much of CSR principles are being incorporated in order to explore the potential barriers to the implementation of CSR in this domain. Further, the research will explore what can be done to improve the incorporation of CSR in IT Project Management in order to explore the enablers of CSR. The study aims to pinpoint the enablers that are considered more relevant to Project Management in the IT sector (Kurucz et al., 2008; Silvius, Schipper, Planko, Van den Brink & Kohler, 2012; Visser, 2013).

## 1.1 BACKGROUND

Evidence of work that links CSR to Project Management exists in journals, scholarly articles and other literature. In their study, Valdes-Vasques and Klotz (2013) researched on *social* [emphasis added] sustainability considerations during the planning and design phases, focusing on the *Construction Projects* [emphasis added]. They proposed a comprehensive Framework of Processes for sustainability of projects that fall in the Construction domain, after having identified and categorised 50 such processes (Valdes-Vasques & Klotz, 2013). The Framework of Processes so produced presents a solid base upon which further studies can be conducted, and this current research will use some of the findings in its research approach and design.

Shen, Wu and Zhang (2011) proposed Key Assessment Indicators for the Sustainability of *Infrastructure Projects* [emphasis added], noting that because such projects will continue to be developed into the future, such indicators would continue to be important in a quest to improve the sustainability of Infrastructure Projects. This work prompted further thinking in this current research because it provided alternative solutions for appraising the sustainability of Infrastructure Projects, some of which could very well be applicable to IT Projects.

Other scholars have conducted an appraisal of social aspects in Project and Technology Life Cycle Management focusing on the *Process Industry* [emphasis added] (Brent & Labuschagne, 2007). Further, in an earlier study, Labuschagne and Brent (2005) addressed the need to integrate CSR into the Project Life Cycle Management of the *Manufacturing Sector* [emphasis added].

There have been studies conducted with themes such as determining the extent to which organisations consider the concepts of CSR in the initiation, development and management of projects, using 56 case studies across 15 industry sectors, including *Education, Transport and Logistics*, as well as *Real Estate* [emphasis added] (Silvius, Schipper, & Nedeski, 2012).

Many of these studies have motivated the theme of this current research (Brent & Labuschagne, 2007; Labuschagne & Brent, 2005; Silvius, Schipper, & Nedeski, 2012; Shen, Wu & Zhang, 2011; Valdes-Vasques & Klotz, 2013). It would appear that there is a gap on studies conducted with the primary focus of probing the CSR Business Case as it pertains to IT Projects and IT Project Management.

In the quest to determine the extent to which CSR is incorporated in this domain, it is envisaged that the findings from this research would add value towards the understanding of why CSR is incorporated, why it is not, and what could be done to further improve its incorporation in *IT Projects* and *IT Project Management*.

Further, at a personal level, this study exposes the Researcher to topical issues currently being discussed in Communities of Practice such as Project Management South Africa (PMSA), of which the Researcher is a Full Member in Good Standing. Contributing to such entities, including the Project Management Institute (PMI), can only bolster the profile of the Researcher, who has been in IT Project Management for the past 9 years, while more critically allowing the Researcher to give back to the communities that have propelled the Researcher to the levels of PRINCE2 Practitioner and Project Management Professional (PMP) Status.

## **1.2 PROBLEM STATEMENT**

A number of enablers and barriers of implementation of CSR principles have been presented by leading scholars and authors (Elkington, 1994; Kurucz, Colbert, & Wheeler, 2008; Silvius, Schipper, Planko, Van den Brink & Kohler, 2012; Visser, 2013). The agenda for CSR is clearly evident from these readings. Evidence can also be found on work that links Project Management and CSR (Brent & Labuschagne, 2007; Labuschagne & Brent, 2005; Silvius, Schipper, & Nedeski, 2012; Shen, Wu & Zhang, 2011; Valdes-Vasques & Klotz, 2013). It would appear that there is an opportunity to conduct a study that focuses on the management of IT Projects and this research attempts to specifically focus on the incorporation of CSR in IT Projects and IT Project Management, using the CSR Business Cases presented by the leading scholars.

## **1.3 PURPOSE STATEMENT**

Numerous other studies that motivated the theme of this current research (Brent & Labuschagne, 2007; Labuschagne & Brent, 2005; Silvius, Schipper, and Nedeski, 2012; Shen, Wu & Zhang, 2011; Valdes-Vasques & Klotz, 2013), would appear to have focused on the more popular domains in which CSR issues are more evident, such as in Construction and Infrastructure Projects.

The focus of this study is only on the *IT Projects and IT Project Management*, with a specific aim to determine the extent to which CSR is incorporated in this domain. Findings from this study should contribute to the comprehension of CSR issues, such as why CSR is incorporated, why it is not, and what could be done to further improve its incorporation in *IT Projects and IT Project Management*.

## **1.4 RESEARCH OBJECTIVES**

The following research objectives are proposed for this study.

### **Primary Research Objective**

The main purpose of the research is to determine the nature and extent to which CSR is incorporated into the management of IT Projects within the IT sector. The study will seek to answer questions such as what CSR means in the context of IT Projects and IT Project Management.

### **Secondary Research Objective 1**

The objective here is to determine what the Business Case for CSR is in IT Projects and IT Project Management.

### **Secondary Research Objective 2 - Barriers**

Having established the extent of CSR incorporation in IT Projects and IT Project Management, the study further intends to consider what the barriers are that prevent further incorporation of CSR.

### **Secondary Research Objective 3- Enablers**

This objective seeks to probe what can be done to further improve the incorporation of CSR in IT Projects and IT Project Management.

## **1.5 SCOPE AND DEFINITIONS**

This study is restricted to *IT Projects and IT Project Management*, with a particular aim to determine the extent to which CSR is incorporated in the management of projects within the IT sector. In spite of there being a proliferation of definitions of Information Technology, the definition offered by Attaran (2003) fits the purposes of this research: "Information Technology is defined as capabilities offered to organisations by computers, software applications, and telecommunications to deliver data, information, and knowledge to individuals and processes" (p. 3). Large-scale Information and Communications Technology projects, such as the Square Kilometre Array in the Karoo, are specifically excluded from this study as they would more appropriately be categorised under Technology Infrastructure Projects.



As previously mentioned, the term CSR shall be taken to be an abbreviation for Corporate Sustainability and Responsibility, which is defined as "...the way in which business consistently creates shared value in society through economic development, good governance, stakeholder responsiveness and environmental improvement" (Visser, 2013, p. 4).

For the purposes of this research, the term 'project' shall be based on the definition provided in the Guide to the Project Management Body of Knowledge, which states that "a project is a temporary endeavor undertaken to create a unique product, service, or result" (Project Management Institute, 2008, p. 5). A portfolio on the other hand refers to a collection of projects and programmes and other work, which, while not necessarily interdependent or directly related, their grouping allows for effective management towards achieving an organisation's strategic goals (Project Management Institute, 2008). A programme will be taken to mean "...a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually" (Project Management Institute, 2008, p. 9). While Project Management "is the application of knowledge, skills, tools and techniques to project activities to meet the requirements" (Project Management Institute, 2008, p. 6), the research topic does not wish to limit its scope to Project Management only, but to also encompass Portfolio Management and Programme Management. This approach will allow depth in understanding the nature and extent to which CSR is incorporated across these domains.

## **1.6 IMPORTANCE AND BENEFITS OF THE PROPOSED STUDY**

This study aims to uncover the extent to which CSR is incorporated into IT Projects and IT Project Management. By maintaining this narrow focus, it is hoped that the findings would be of use to business communities that rely on Information Technology, through helping them devise strategies to overcome the barriers of CSR implementation. Business should also be able to maximise the identified CSR enablers by ensuring a sustained effort in their implementation. The academic world stands to benefit from the findings of this research, which they could extend in further research. For instance, researchers could use a similar study, but extend it to a multi-sectoral comparison on how CSR is being incorporated into Project Management across the various industries. More robust insights could emerge from such a study. It is also hoped that this study would be

of benefit to professional communities such as the Project Management Institute (PMI) and Project Management South Africa (PMSA), particularly as they periodically call for research papers for similar studies.

## **1.7 DOCUMENT CONTENTS**

This document contains the following chapters:

### **Chapter 1: Introduction to the Research Problem**

This current chapter introduces the research problem for the study.

### **Chapter 2: Literature Review**

This section contains the literature that provides a basis upon which this research is being conducted.

### **Chapter 3: Research Questions and Propositions**

This section presents the research questions and propositions for this study.

### **Chapter 4: Research Design and Methodology**

This section describes the research strategy adopted for this study.

### **Chapter 5: Results**

This chapter presents the results of this study.

### **Chapter 6: Discussion of Results**

The results of the study are discussed in this chapter.

### **Chapter 7: Conclusion**

This chapter highlights the main findings of the research, pulling the results together into a cohesive set of findings, and giving management implications and recommendations.

### **List of References**

This is a list of references that have been used in this paper.

### **Appendices**

- Appendix A contains Abbreviations and Acronyms, as well as the Consistency Matrix for the research.
- Appendix B contains the Detailed Interview Guide that was used for this study.
- Appendix C contains a table summarising the results of the study.

## **2 LITERATURE REVIEW**

This section contains the literature that provides a basis upon which this research is being conducted. The propositions have been derived from the CSR Business Case, and this study will put the CSR Business Case to the test to determine the extent of its applicability in explaining the reasons why CSR principles are considered, or why they are not incorporated in IT Projects and IT Project Management. CSR is discussed from the perspectives of scholars such as Silvius, Schipper, Planko, Van den Brink & Kohler (2012), leading to the definition of Sustainable Development (Kurucz, et al., 2008; World Commission on Environment and Development, 1987). The Business Case for CSR (Kurucz, et al., 2008; Visser, 2013) is then presented. The CSR drivers and the DNA Model for CSR (Visser, 2013) provides the lens through which the study will view CSR in the context of IT Projects and IT Project Management.

### **2.1 SUSTAINABILITY AND SUSTAINABLE DEVELOPMENT**

Sustainability "basically means to operate in a way that may be sustained indefinitely, that is, to generate something without thereby depleting or destroying the necessary (re)sources" (Silvius, Schipper, Planko, Van den Brink & Kohler, 2012, p.7).

The World Commission on Environment and Development (1987) defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (p. 41).

"The core of many concepts of sustainability is that sustainable development implies a move towards economic prosperity, environmental protection and social equity. Developments in one dimension should not compromise the other dimensions. That is, economic growth should not be carried out to the detriment of the environment...A balance of harmony should be targetted (*sic*) between these three perspectives" (Silvius, Schipper, Planko, et al., 2012, p. 8). The authors further noted that in the business world these perspectives are typically called People, Planet, Profit, or simply PPP (Silvius, Schipper, Planko, et al., 2012). PPP implies the need for the company to take these three dimensions into consideration in all the decisions it takes. In 1994, John Elkington came up with

the term "triple bottom line" (TBL), and suggested that while the financial bottom line matters to companies, they should also focus on their social bottom line and environmental bottom line. Appropriate indicators would be required to measure achievements in all three perspectives (Silvius, Schipper, Planko, et al., 2012). This proposition is further affirmed in Elkington, 1998 (as cited in Kurucz, et al., 2008): "The concept of the triple bottom line of sustainability (Elkington, 1998) emphasizes synergies that can emerge for organisations, environment, and societies through integrating efforts across these domains" (p. 91).

## **2.2 CORPORATE SUSTAINABILITY AND RESPONSIBILITY (CSR)**

Visser (2013) noted that the term CSR, which is commonly understood as the abbreviation for Corporate Social Responsibility, remains a contested concept. Visser (2013) presents CSR to mean Corporate Sustainability and Responsibility, which is defined as "...the way in which business consistently creates shared value in society through economic development, good governance, stakeholder responsiveness and environmental improvement" (p. 4).

This current research views sustainability practices through the lens of the DNA Model of CSR that was proposed by Visser (2013). As a result, the term CSR will be taken to mean Corporate Sustainability and Responsibility, unless otherwise specifically stated.

Elkington (2008) argued that corporate sustainability is "probably understood not so much as the discipline by which companies ensure their long-term survival - though that is clearly part of the equation - but as the field of thinking and practice by means of which companies and other business organisations work to extend the life expectancy of: ecosystems (and the natural resources they provide; society (and the cultures and communities that underpin commercial activity); and economies (that provide the governance, financial and other market context for corporate competition and survival). By paying attention to such wider issues, it is often argued, companies are better placed to ensure that their own business models remain valid and acceptable" (p. 133). The foregoing paragraph emphasises the triple bottom line concept, which has been widely adopted since Elkington introduced it in 1994 (Elkington, 2008).

## **2.3 CSR IN PROJECTS AND PROJECT MANAGEMENT**

Silvius, Schipper, Planko, et al. (2012) defined Sustainability in Projects and Project Management as "the development, delivery and management of project-organized change in policies, processes, resources, assets or organisations, with consideration of the six principles of sustainability, in the project, its results and its effects" (p. 40).

The six principles of sustainability as they apply to Projects and Project Management were identified by Silvius, Schipper, Planko, et al. (2012) as follows:

- a) Sustainability principle 1: Sustainability is about balancing or harmonizing social, environmental and economic interests;
- b) Sustainability principle 2: Sustainability is about both short-term and long-term orientation;
- c) Sustainability principle 3: Sustainability is about local and global orientation;
- d) Sustainability principle 4: Sustainability is about consuming income, not capital;
- e) Sustainability principle 5: Sustainability is about transparency and accountability;
- f) Sustainability principle 6: Sustainability is about personal values and ethics.

(Silvius, Schipper, Planko, et al., 2012, p. 38 - 39).

## **2.4 CSR IN IT**

Numerous studies have been conducted on CSR in IT, with much attention being paid to the impact on the environment and societal contribution. Rahman and Akhter (2010) observed that the IT industry accounts for around 2% of carbon dioxide emissions. This is a huge negative impact on the environment and it has become an area of focus over the years. Data centres are known to consume vast amounts of energy, and there is a drive towards Green-IT, which should see these negative externalities being reduced through improvements of efficiencies of IT equipment. Rahman and Akhter (2010) argued that an analysis of data assets was an important activity of IT organisations as it would lead to the identification of under-utilised or even redundant IT equipment and databases. Streamlining the equipment would reduce unnecessary waste while at the same time benefiting the environment. This position is supported by the CGI Group's report which states that if power management policies were applied to a base of

20,000 computers, this would translate into a saving of approximately \$900,000 and \$2.4 million per year (CGI Group, 2008). Melville and Ross (2010) echoed similar sentiments, calling for action on the need for IT to drive CSR for the environment rather than be one of the contributors to environmental degradation. Other scholars (Watson, Boudreau & Chen, 2010) posited that society consumes a disproportionate amount of energy, and because of over-reliance on fossil fuels, the environment would continue to be impacted negatively. They advocate for a concerted effort to introduce Green Information Systems if the future generations are not to be adversely impacted by the current generation and its habits (Watson, Boudreau & Chen, 2010).

A different angle is taken by Lim, Stratopoulos and Wirjanto (2013) where they examined the role of Senior IT Executives to sell the sustainability of a firm's reputation for IT capability. Their study found that IT Executives would try and project an image of superior IT capability in the hope of improving their own personal legitimacy with the organisation. A culture of reciprocity would then prevail which would culminate in the IT capabilities being perceived to be superior, thereby becoming sustainable as a result.

CSR in IT continues to be topical and it would seem that this would be the case for yet some time to come.

## **2.5 CSR IN IT PROJECTS AND IT PROJECT MANAGEMENT**

As discussed in section 1.1, it would appear that while there is a significant amount of focus on domains such as Construction Project Management, Manufacturing Project Management, Infrastructure Project Management, there seems to be a gap in addressing IT Project Management. This study proposes a focus on this domain and is a call for action to view IT Project Management as peculiar as it is not necessarily similar to the other domains. The study thus focuses on IT Projects and IT Project Management.

## 2.6 DNA MODEL OF CSR

Visser (2013) observed that the DNA Model of CSR presents a more holistic picture of CSR, through the lens of its Responsibility Bases, namely *Value Creation, Good Governance, Societal Contribution and Environmental Integrity* [emphasis added]. These Responsibility Bases can be referred to using the acronym VEGS. Each VEGS component will feature a primary goal, with each goal having key performance indicators (KPIs) (Visser, 2013). For instance, the Value Creation Responsibility Base will have the goal of "economic development, which means not only contributing to the enrichment of shareholders and executives, but improving the economic context in which the company operates, including investing in infrastructure, creating jobs and providing skills development" (Visser, 2013, p.7). The author highlighted two KPIs for Value creation, namely beneficial products and inclusive business. In terms of Good governance, Visser (2013) asserted that a failed institution undermines the very principles that CSR champions. This argument supports the goal of institutional effectiveness, which is the primary goal for the Good Governance Responsibility Base. KPIs for this aspect include trends in reporting and evidence of embedded ethical conduct in the firm's culture.

Societal Contribution considers issues such as stakeholder engagement, community participation and supply chain integrity, in addition to putting the spotlight on the fairness of an organisation's labour practices (Visser, 2013).

Finally, the goal of Environmental Integrity is a lot more than just minimising the damage to the environment; it goes as far as agitating for the maintenance and continuous improvement of the ecosystem's sustainability. KPIs such as zero waste and 100% renewable energy are the ultimate measures aimed for (Visser, 2013).

This current study approaches CSR using the lens provided by the DNA Model of CSR, in which CSR is taken to mean Corporate Sustainability and Responsibility. "Like two intertwined strands of rope, sustainability and responsibility can be thought of as different, yet complementary elements of CSR. Hence, sustainability can be conceived as the destination - the challenges, vision, strategy and goals, i.e. what are we aiming for - while responsibility is more about



the journey - our solutions, responses, management and actions, i.e. how we get there" (Visser, 2013, p. 8).

## 2.7 BUSINESS CASE FOR CSR

The Business Case for CSR has been argued by numerous scholars over the years, including the works of Kurucz et al., (2008), and Visser (2013). The benefits of CSR can be considered from financial and non-financial points of view (Silvius, Schipper, Planko, et al., 2012). The authors ventured that incorporating CSR practices and embracing eco-efficiency has the impact of reducing costs. At the same time, CSR increases revenues for the organisation, with more investment in research and development towards more sustainable products allowing the organisation to have a competitive edge, albeit for a minimum duration as competitors catch up (Silvius, Schipper, Planko, et al., 2012).

This position is echoed by other scholars, including Kurucz et al. (2008), who identified competitive advantage as one of the four categories under which the Business Case can be classified (Kurucz et al., 2008). Drawing on existing reviews and models of CSR Business Case literature and motivations, Kurucz et al. (2008) identified the four broad categories of the Business Cases for CSR as *Cost and Risk Reduction, Competitive Advantage, Reputation and Legitimacy, and Synergistic Value Creation* [emphasis added] (Kurucz et al., 2008).

Kurucz et al. (2008) presented the focus of this approach as creating value across multiple fronts, simultaneously. Under the first category identified above, that is, the Cost and Risk Reduction perspective, the authors posited that "...the primary view is that the demands of stakeholders present potential threats to the viability of the organisation, and that corporate economic interests are served by mitigating those threats through a threshold level of social or environmental performance" (Kurucz et al., 2008, p. 88). This position is further affirmed by Visser (2013)'s view on stakeholder activism, which was described in the following statement: "In the absence of strong governmental controls over the social, ethical and environmental performance of companies in some countries, activism by stakeholder groups has become another critical driver for CSR" (Visser, 2013, p. 11). Would this driver be applicable to the incorporation of CSR in the management of projects in IT? Could it be considered an enabler or barrier to the incorporation of CSR in this case? Furthermore, socio-economic priorities

have also been noted as a local driver for the formulation of CSR (Visser, 2013). Which socio-economic priorities would drive CSR incorporation in IT Projects and IT Project Management? Which priorities would not? This study aimed to establish possible answers to this and other questions.

Kurucz et al. (2008) asserted that by viewing stakeholder demands as potential threats, the organisation will seek to avoid and mitigate these risks by taking a more active role in improving the organisation's social and environmental performance. Visser (2013) on the other hand agreed and suggested that as companies seek to avoid the increasingly heavy penalties (costs and liabilities) imposed for non-conformance, they protect themselves through compliance with CSR principles.

It was also noted that CSR quantifies external impacts as governments apply instruments to force unsustainable and irresponsible companies to pay for their non-conformance, while incentivising conforming companies to reap benefits from their CSR performance (Visser, 2013). CSR introduces new rules of trade as it enforces compliance to internationally recognised standards such as those espoused by the World Trade Organisation (Visser, 2013).

The Competitive Advantage perspective, on the other hand, uses adaptive approaches in that they view stakeholder demands more as opportunities which can be leveraged for the company's benefit. They do not view such demands as constraints on the company and they strategically direct resources towards these perceived demands (Kurucz et al., 2008). For instance, Visser (2013) agreed that in terms of the supply chain integrity, the imposition of CSR requirements by multinationals on their supply chain partners was indeed yet another driver for the incorporation of CSR. CSR extends stakeholder accountability, through the activities of powerful, well-organised agents, who are increasingly able to rely on the full backing of the law (Visser, 2013). Further, in concurrence with the Competitive Advantage perspective posited by Kuruck et al. (2008), CSR spawns new markets through the creation of sustainability related opportunities such as clean technology and ecotourism (Visser, 2013). The rise of the "Green Tourist", who is more interested in the company's social and environmental agendas than its sales pitch, could already be felt at the time that Elkington (1994) contributed his seminal piece to the California Management Review.

The third category of the CSR Business Case is Reputation and Legitimacy, whose main concern is building a responsible brand. "These approaches are characterized by a focus on value creation by leveraging gains in reputation and legitimacy made through aligning stakeholder interests" (Kurucz et al., 2008, p.90). CSR shapes public reputation, which in turn has an impact on the company's profits and share prices (Visser, 2013). There is notable alignment between Visser (2013)'s position and the Reputation and Legitimacy Business Case category proposed by Kurucz, et al. (2008).

Further, in a seminal paper of Winter 1994, Elkington (1994) gave the example of a Danish health care company, Novo Nordisk, that voluntarily opened itself up for scrutiny by environmentalists, leading to real benefits being realised for having a reputation of commitment to sustainability (Elkington, 1994). Figge (as cited in Silvius, Schipper, Planko, et al., 2012), asserted that with banks and investors taking an increased interest in the firm's CSR policies, this presents a non-financial business case for CSR, because such shareholders have expectations that impact the way in which the firm conducts its business operations (Silvius, Schipper, Planko, et al., 2012). As more financiers review CSR policies as a prerequisite to invest in organisations, the Business Case for CSR further strengthens as this becomes the route through which firms can access capital (Silvius, Schipper, Planko, et al., 2012). Visser (2013) agreed with this assertion, noting that more and more financial institutions are not willing to risk funding unsustainable companies. Socially Responsible Investment (SRI) is becoming a critical driver for CSR, with many investments being screened for CSR performance (Visser, 2013). CSR affects access to finance, with more and more financial institutions becoming increasingly unwilling to take the indirect risks associated with funding unsustainable companies (Visser, 2013).

In addition, CSR expands corporate governance, with more and more corporate governance codes increasingly incorporating CSR in their requirements and audits (Visser, 2013). Silvius, Schipper, Planko, et al. (2012) further noted the motivation to reduce financial risk, such as that caused by legal fees incurred when an organisation causes environmental disasters. The avoidance of such risk presents a solid business case for the consideration of sustainability (Silvius, Schipper, Planko, et al., 2012).

Finally, Kurucz et al. (2008) asserted that the focal point of the Synergistic Value Creation perspective is primarily to seek "...win-win-win outcomes by seeking out and connecting stakeholder interests, and creating pluralistic definitions of value for multiple stakeholders simultaneously" (p. 91). For instance, the studies reviewed by these authors emphasise the relationship between an organisation's CSR activities, and its ability to attract talent. CSR motivates employees. Visser (2013) argued that "Since employees prefer to work for organisations that give them a sense of purpose and pride, irresponsible and unsustainable companies will struggle in the battle for talent, while businesses with strong CSR practices will benefit from increased staff attraction, commitment, retention and productivity" (p. 14). This concurs with studies such as those conducted by Schmit Albinger and Freeman, 2000; Waddock et al., 2002; Riordan et al., 1997; Turban and Greening, 1997; Stigler, 1962, (as cited in Kurucz et al., 2008, p. 90), that also emphasise the relationship between an organisation's CSR activities, and its ability to attract talent.

There appears to be consistency amongst authors when they noted the emergence of a more environmentally and sustainability conscious potential employee as an important consideration for corporations that wish to attract and retain the best qualified potential employees, given that such employees are motivated by CSR practices (Kurucz et. al., 2008; Visser, 2013; Silvius, Schipper, Planko, et al., 2012). The CEO of Tepui Ltd, a sustainability project management consultancy in Ireland, Mr. Eric Van Lennep, is quoted as saying "The only way sustainability can be embedded in an organization is to make it the criteria against which all decisions are measure" (Project Management Institute, 2011, p. 1). This statement encapsulates the thinking behind the CSR Business Case.

## **2.8 LITERATURE CLOSING**

The literature presented in this section demonstrated the CSR drivers and provided a basis for a probe into how these can be incorporated in IT Projects and IT Project Management. The literature provided the motivation for the propositions of this research, and this study aimed the test to determine their applicability in explaining the reasons why CSR principles are considered, or why they are not incorporated in IT Projects and IT Project Management.

It would appear that there is an opportunity to conduct a study that focuses on the management of IT Projects and this research attempts to specifically focus on the incorporation of CSR in IT Projects and IT Project Management, using the CSR Business Cases presented by the leading scholars.

### **3 RESEARCH QUESTIONS AND PROPOSITIONS**

#### **3.1 RESEARCH QUESTIONS**

This study intended to specifically answer the following research questions.

##### **Primary Research Question**

Determine the nature and extent to which CSR is incorporated into the management of IT Projects within the IT sector. What does CSR mean in the context of IT Projects and IT Project Management?

##### **Secondary Research Question 1**

Having established the nature and extent of CSR incorporation, what is the Business Case for CSR in IT Projects and IT Project Management?

##### **Secondary Research Question 2 - Barriers**

What are the barriers that prevent further incorporation of CSR in IT Projects and IT Project Management?

##### **Secondary Research Question 3 - Enablers**

What can be done to further improve the incorporation of CSR in IT Projects and IT Project Management?

#### **3.2 RESEARCH PROPOSITIONS**

As indicated in the preceding sections, this research views CSR practices through the lens of the DNA Model of CSR that has been proposed by Visser (2013). The following propositions will be interrogated through the lens of the DNA Model of CSR.

##### **Proposition 1: Non-conformance to CSR Has Little Impact to the Non-conforming Firms in IT Project Management**

While acknowledging Visser's (2013) observation that legislation that regulates the environmental and society impacts is becoming more stringent internationally, it is proposed that the effects of non-conformance to CSR principles are not as forceful in the IT Project Management space as they would be in other sectors such as Construction or Mining Project Management.

### **Proposition 2: Pressure Groups Have Little Impact on Enforcement of CSR in IT Project Management**

The absence of visible actions of pressure groups in the IT Project Management domain allows organisations to overlook CSR in their projects as they view CSR as being non-core to their reputation or survival. This proposition is prompted by Visser's (2013) view that in the absence of strong government controls, stakeholder activism has increasingly become a critical driver for CSR. In an attempt to probe whether this is an enabler or barrier for the incorporation of CSR, it is proposed in this study that the absence of visible pressure groups in IT Project Management rather presents a barrier to the CSR effort in this domain.

In a seminal article that appeared in California Management Review in Winter 1994, Elkington (1994) argued that the "Green Consumer" is forcing companies to adopt sustainability principles, and as "Green Consumerism ....is increasingly seen as a *competitive* and *strategic* challenge, so growing numbers of companies are adopting such techniques as life cycle analysis, environmental auditing, corporate environmental reporting, and supplier challenges" (Elkington, 1994, p. 94). This current research proposes that the effects of "Green Consumerism" have little impact in the IT Project Management sector, but could be a possible enabler of CSR incorporation if it had more impact.

### **Proposition 3: Intangibility of Products of IT Project Management Might Hide Projects That Do Not Conform to CSR Principles**

The supply chain for some of the intangible deliverables of IT Project Management, such as software, does not lend itself to as much scrutiny as would be found in industries that have a more direct impact on the environment, or society. As a result, the supply chain could be dominated by practices that may not conform to CSR principles.

Elkington (1994) discussed the forceful effects of environmentalists that target one part of the supply chain, whose distress then resonate right across the entire extended supply chain. What attracts such scrutiny to certain industries is the visibility of the products they produce, such as a push for chlorine-free paper. The

scrutiny and pressure then applied does not only affect the paper and pulp industries, but ripples through to chemical companies and the forestry industry as well. The proposition that the intangible nature of products of IT Projects reduces potential scrutiny from stakeholders is built on this view presented by Elkington (1994). Notably, in an analysis of the industries in the firing line of environmentalists during the 1960s, 1970s, 1980s, and 1990s, the “Computers” industry begins to feature in the 1980s and 1990s (Elkington, 1994), showing that some attention is being directed to this area. This proposition submits that IT Projects and IT Project Management are not likely to receive the same scrutiny as other domains would, thus presenting a potential barrier to the incorporation of CSR principles.

**Proposition 4: CSR Legislation as Enabler of Incorporation of CSR into IT Project Management**

Effecting new stringent CSR legislation or effectively policing the implementation of existing CSR legislation for the IT Project Management sector would encourage companies to comply and incorporate CSR into their Project Management processes.

Silvius, Schipper, and Nedeski (2012) found that the ambition of organisations to consider CSR more in their projects was evident from their study. They further noted that given this ambition, consideration of CSR principles in projects should develop further in the future (Silvius, Schipper, & Nedeski, 2012). Proposition 4 suggests that effective legislation would drive this ambition with more urgency, as firms take up steps to comply.

**Proposition 5: Using Successful CSR Case Studies in IT Project Management as Enabler of Incorporation of CSR in IT Project Management**

Using big-brand companies like IBM as case studies to prove the Business Case for CSR in IT Project Management would provide the necessary proof of concept to other IT companies and encourage them to incorporate CSR in their Project Management. Such examples would support the competitive advantage perspective presented by Kurucz et al. (2008) which argues that adaptive



approaches view stakeholder demands more as opportunities that can be leveraged to the firm's benefit.

This research proposes that such an approach could be a potential enabler for the incorporation of CSR in IT Projects and IT Project Management. Indeed, in Visser (2013) practical examples of how companies such as Google have managed to sustain their creativity and innovation over a sustained period are presented.

**Proposition 6: CSR Drivers That Address Value Creation, Good Governance, and Societal Contribution Are More Relevant to IT Project Management**

The CSR drivers that are of more relevance to IT Project Management are those that address the People (Societal Contribution), Good Governance, Value Creation, and Profit aspects. The drivers that pertain to the Planet (Environmental Integrity) perspective are less relevant to IT Projects and IT Project Management.

This proposition is based on the reflection by Hollender and Breen (2010) (as cited in Visser, 2013) that "most sustainability and corporate programmes are about being less bad rather than good" (p. 16). It is proposed that those drivers that would appeal more to IT Projects and IT Project Management would more likely be the ones that address the People (Societal Contribution), Good Governance, Value Creation, and Profit aspects. Organisations in IT would seek to be less bad, for instance, in their application of Black Empowerment policies, than those that address Environmental Integrity as these may not be that relevant in this domain.

## **4 RESEARCH DESIGN AND METHODOLOGY**

### **4.1 INTRODUCTION**

This section describes the research strategy and paradigm adopted for this study.

### **4.2 RESEARCH DESIGN / STRATEGY OF ENQUIRY**

This research adopted a qualitative, exploratory approach as the study aimed to obtain new insights. Grounded theory defines a qualitative research strategy “in which the Researcher attempts to derive a general, abstract theory of a process, action, or interaction grounded in the views of participants in a study” (Creswell, 2003, p. 14).

Creswell (2003) identified the two primary characteristics of this design as “the constant comparison of data with emerging categories and theoretical sampling of different groups to maximize the similarities and differences of information” (p. 14).

This study gathered information from a cross-section of companies and IT Professionals, and CSR Experts, but all within the IT Projects and IT Project Management domain. Wherever possible, at least two participants from each company were interviewed to enable comparison and triangulation.

Non-probability sampling techniques were adopted for this research as detailed in a subsequent section (Saunders & Lewis, 2012), given that “Non-probability samples are often analysed using qualitative analysis techniques” (p. 134).

### **4.3 RESEARCH TYPE**

Saunders and Lewis (2012) defined an exploratory study as one that seeks new insights through asking new questions and assessing topics in a new light (Saunders & Lewis, 2012). This current study is likely to have provided tentative answers which would require follow up research in order to provide more dependable findings. This research was an exploratory study into the incorporation of CSR in IT Projects and IT Project Management.

#### 4.4 RESEARCH PARADIGM

Creswell, 2003, posited that the Social Constructivism research paradigm will aim to "...rely as much as possible on the participants' views of the situation being studied" (p. 8). This was characterised by open-ended and broad questions designed to probe for insights. This is often combined with Interpretivism (Creswell, 2003). This research adopted the Social Constructivism paradigm.

#### 4.5 POPULATION AND SAMPLING

As the Researcher could not get a complete list of CSR Managers, Project Managers, or Experts who work for a JSE-listed organisation in the Information Technology sector, the Researcher could therefore not determine many there are, and as a result, the Researcher would not have been able to work out the chance of each subject being selected for the sample (Saunders & Lewis, 2012).

In-depth semi-structured interviews were conducted within the IT Project Management sector, primarily targeting CSR Managers, Project Management Experts such as the members of Project Management South Africa (PMSA), Project Management Office (PMO) Managers, Programme Managers, Portfolio Managers and Project Managers, as well as other relevant Communities of Practice. Table 1 gives the roles and the primary business domains for the 13 Respondents that participated in the study.

**Table 1: Respondents' Roles and Primary Businesses**

<b>Respondent's Role</b>	<b>Primary Business</b>
Tools Manager	Project Management Consulting
Chief Technology Officer	Broadcast Media
Programme Quality Manager	Project Management Consulting
Delivery Manager	IT and IT-Enabled Services
Portfolio Manager	Financial Services
Project Consultant	Project Management Consulting
Team Lead (EPM, MSP, SharePoint)	Consulting Services and Development
Change Lead	Financial Services
Group IT Manager	Infrastructure and Facilities Solutions
Project Support Office: Head	Financial Services
Project Manager	Financial Services
Senior Manager: Application Architect	Financial Services
Director of Business Development	National Credit Bureau

#### 4.5.1 Sampling Technique

Saunders & Lewis (2012) defined non-probability sampling as "...a variety of sampling techniques for collecting a sample when you do not have a complete list of the population. Because you do not have a complete list of the population, you cannot select your sample from this population at random. This also means you do not know the chance or probability of each member of your population being selected" (p.134).

For this study, the Researcher elected to use purposive sampling, a form of non-probability sampling which is "used particularly to select a small sample when collecting qualitative data. When a Researcher selects a purposive sample, she or he is using their judgement to actively choose those who will be best able to help answer the research question and meet the objectives. Some of the population will have a chance of being chosen by the Researcher while others will not" (Saunders & Lewis, 2012, p. 138). Purposive sampling is used to make logical generalisations.

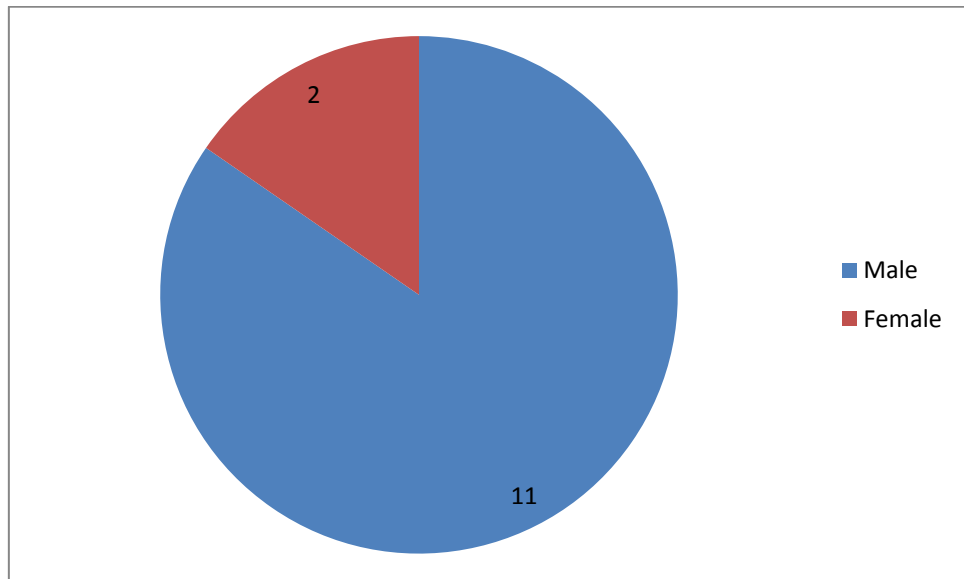
Appropriate selection criteria were applied to identify the required sample.

For individuals, the selection criteria included the following:

- Years of Experience in Project Management;
- Years of Experience in IT Project Management;
- Years of Experience in IT;
- Knowledge of Sustainability Principles and Issues;
- Level of Seniority:
  - Executive Level;
  - Senior Level;
  - Junior Level.

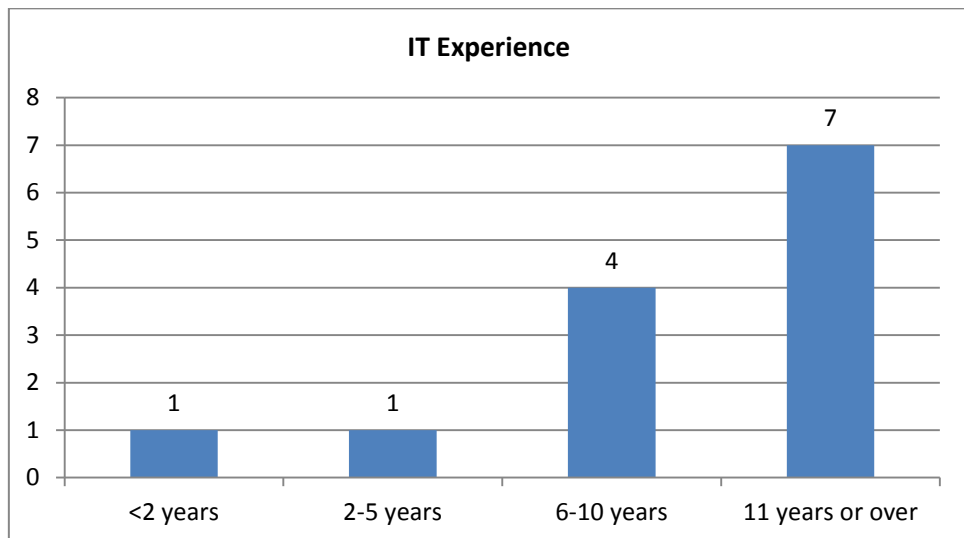
The following graphs illustrate the profile of the sample that was interviewed for this study. The study interviewed 2 Female Respondents and 11 Male Respondents as illustrated in the pie chart.

**Figure 1: Genders of Respondents**



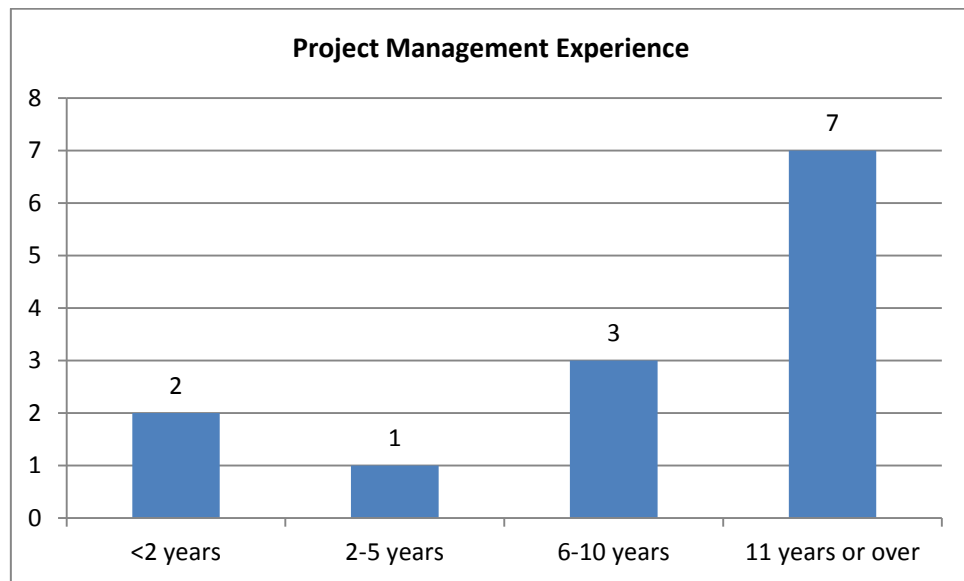
11 out of 13 Respondents were Male. The other 2 were Female.

**Figure 2: IT Experience of Respondents**



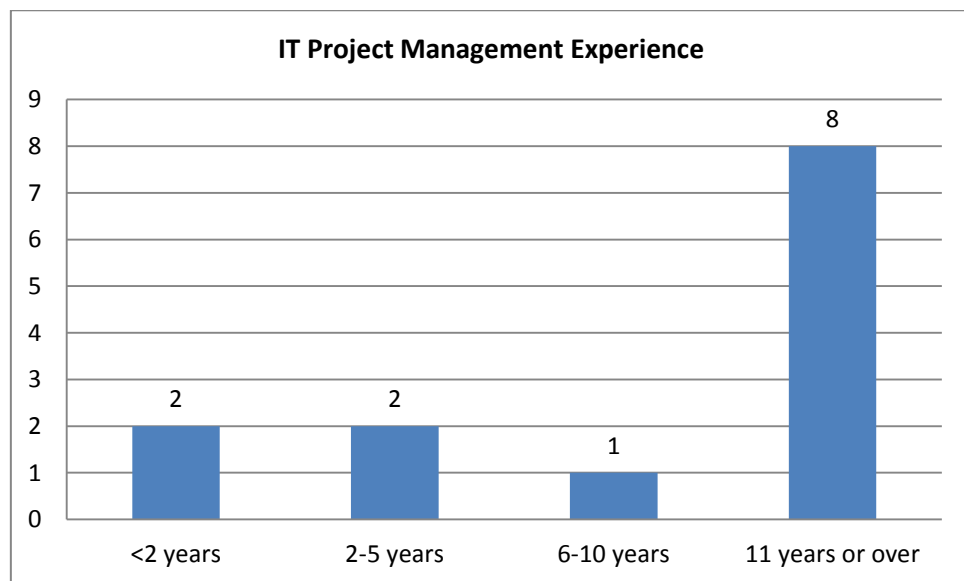
11 out of 13 Respondents had experience in IT of more than 6 years, making them a very experienced group.

**Figure 3: Project Management Experience of Respondents**



10 out of 13 Respondents had experience in Project Management of more than 6 years, making them a very experienced group.

**Figure 4: IT Project Management Experience of Respondents**



9 out of 13 Respondents had experience in IT Project Management of more than 6 years, making them a very experienced group.

Qualifying firms needed to meet criteria such as:

- JSE-listed (or listed on other stock exchanges);

- Have delivered an IT Project of at least R10 million in the last 5 years (2008 to 2014);
- Have a formal Project Management methodology such as PRINCE2, PMBOK-Based methodologies, In-House methodologies, and many others.

It is important to note that certain institutions, for instance, Communities of Practice, were exempted from the qualifying criteria for firms. However, the individuals to be interviewed were still expected to meet the individuals' selection criteria.

10 out of the 13 companies met the required criteria of having a listing on some recognised stock exchange, as illustrated in Figure 5 and Figure 6.

**Figure 5: Profile of Companies Interviewed (Respondents 1 to 7)**

	Resp 1	Resp 2	Resp 3	Resp 4	Resp 5	Resp 6	Resp 7
1. Is your company JSE-listed or listed under any other stock exchange?	Holding company, Adcorp is listed on JSE. allaboutXpert is not listed.	Naspers is. Multichoice is not listed.	Holding company, Adcorp is listed on JSE. allaboutXpert is not listed.	Yes, Bombay Stock Exchange and National Stock Exchange	Yes, JSE-listed	Holding company, Adcorp is listed on JSE. allaboutXpert is not listed.	No
2. What is the primary business of the company?	Project Management Consulting	Broadcast media	Project Management Consulting	IT and IT-Enabled Services	Financial Services	Project Management Consulting	Consulting Services and Development
3. Does your company have a Project Management Office?	Yes	Yes	Yes	Yes	Yes	No	No
4. Does your company follow a formal Project Management methodology such as PRINCE2, PMBOK-Based methodologies, In-House methodologies, or any others?	PMBOK-Based	Agile, SCRUM, Kanban	PMBOK-Based	In-house TBEM - Tata Business Excellence Model, based on PMBOK	PRINCE2	Framework was proposed but no one is using it.	PMBOK-Based

**Figure 6: Profile of Companies Interviewed (Respondents 8 to 13)**

	Resp 8	Resp 9	Resp 10	Resp 11	Resp 12	Resp 13
1. Is your company JSE-listed or listed under any other stock exchange?	Yes, JSE-listed	No	Yes, JSE-listed	Yes, JSE-listed	Yes, JSE-listed	No
2. What is the primary business of the company?	Financial Services	Outsourcing: Ingrastructure and Facilities	Financial Services	Financial Services	Financial Services	National Credit Bureau
3. Does your company have a Project Management Office?	Yes	Yes	Yes	Yes	Yes, numerous PMOs at BU level	Yes
4. Does your company follow a formal Project Management methodology such as PRINCE2, PMBOK-Based methodologies, In-House methodologies, or any others?	PRINCE2	PRINCE2	PRINCE2, based on PMBOK	PRINCE2, based on PMBOK	PRINCE2	Agile, PMBOK-Based



The reasons for this selection are given below:

**Reason 1:** This study specifically needed project-oriented companies within the Information Technology industry, as they already deal with projects to a large extent. The basic assumption was that these organisations would have attained reasonable levels of maturity in their IT Project Management processes. In this research, Project Management maturity is understood to mean "...a measure of the organisation's ability to perform management and related processes in a controlled and optimized way" (Silvius, Schipper, & Nedeski, 2012, p. 2).

**Reason 2:** Because JSE-listed companies are required by law to produce financial statements, the Researcher would have access to the companies' sustainability reports, which are publicly available.

**Reason 3:** The Researcher's assumption was that these companies are fairly representative of typical businesses within the IT sector, and as such, the results so obtained would be generalisable to similar companies in the IT sector.

**Reason 4:** In other words, the Researcher assumed that this sample was a typical case and would therefore be "illustrative and considered representative, albeit not statistically" (Saunders & Lewis, 2012, p. 139).

**Reason 5:** Experience in Project Management, particularly IT Project Management, and appreciation of sustainability concerns, was a critical requirement in order for meaningful insights to be obtained from the interviewees.

**Reason 6:** Interviewing more than 2 Respondents from the same firm allows for the "comparison of data with emerging categories and theoretical sampling of different groups to maximize the similarities and differences of information" (Creswell, 2003, p. 14).

**Reason 7:** The choice of IT Projects of at least R10 million was based on the assumption that the higher the value of the project, the more significant sustainability issues become. 1 out of the 13 Respondents' projects did not meet this criterion. Table 2 and Table 3 give the characteristics of the projects that were used as reference points during the interviews.

**Table 2: Profile of Projects Under Reference (Respondents 1 to 7)**

Question	Resp 1	Resp 2	Resp 3	Resp 4	Resp 5	Resp 6	Resp 7
1. Has your company delivered an IT Project of at least R10 million in the last 5 years (2008 to 2014)?	No	Yes	Yes	Yes	Yes	No, my project was delivered just over 6 years ago	Yes
2. If yes, please supply the following details:							
2.1. Project Name	N/A	Supersport.com	BackToBasics	PMO Services for SBSA	Card Platform Conversion	Retail Release for Nedbank	GTO Support Project
2.2. Brief Description	N/A	Website	Consolidation of ESKOM subsidiaries, SAP environments	Set up, operationalise and execute PMO	Conversion of card platform from PRIME to CPS	Creation of a single operating architecture for all services for Internet banking products	Provision of support services to the GTO Project Management Community

2.3. Your Project Role	N/A	Chief Technology Officer	Programme Quality Manager	Delivery Manager	Portfolio Manager	Project Manager	Team Lead (EPM, MSP, SharePoint)
2.4. Project Budget	N/A	Annual: R3m for development + R15m for hosting, etc = R20m.	Over R1b for Phase 1	R150m	R70m	N/A	R11.5 per year
2.5. Duration	N/A	Ongoing	Phase1 : 18 months	3 years	12 months	2 years	3 years now, ongoing
2.6. Size of Team	N/A	10	11	60	10 to 20	10 to 20	11
2.7. Was it an international project?	N/A	Yes Developed in SA for international audience	No	Yes	Yes	No	No
2.8. Was the project team collocated or dispersed?	N/A	Dispersed	Dispersed	Collocated	Dispersed	Dispersed	Collocated
2.9. Did you have virtual teams?	N/A	Yes E.g. Superbru in the UK	Yes Around Gauteng	No	Yes	No	Yes

**Table 3: Profile of Projects Under Reference (Respondents 8 to 13)**

Question	Resp 8	Resp 9	Resp 10	Resp 11	Resp 12	Resp 13
1. Has your company delivered an IT Project of at least R10 million in the last 5 years (2008 to 2014)?	Yes	Yes	Yes	Yes	Yes	Yes
2. If yes, please supply the following details:						
2.1. Project Name	Core Banking Transformation: Business Release 4	Project Max	Building a Project Management Office	Agent Banking	Electronic Document Management System	Convergence
2.2. Brief Description	Deployment of SAP Customer Relationship Management module	Dynamics AX ERP Implementation	Set up, operationalise and execute PMO	Servicing the lower end of the pyramid, with aim to get people out of the branches and into alternative delivery channels	Implementation of an Electronic Document Management System	Integration of Disparate Systems
2.3. Your Project Role	Change Lead	IT Lead	Project Support Office Head	Project Manager	Programme Manager	Director of Business Development

2.4. Project Budget	R500m	R8m	R60m per year, operational budget	R10m	R15m	R10m
2.5. Duration	3 years now, ongoing	9 months	Ongoing	2 years	10 months	5 years now, ongoing
2.6. Size of Team	250-500	12	70	50	10	20-30
2.7. Was it an international project?	Yes	No	No	Yes	No	Yes
2.8. Was the project team collocated or dispersed?	Dispersed	Collocated	Dispersed	Dispersed	Collocated	Dispersed
2.9. Did you have virtual teams?	Yes E.g. SAP Team in Germany	No	No	Yes, International Offshore Teams	No	Yes, India, USA

#### 4.5.2 Sampling Frame

A “complete list of the population...” (Saunders and Lewis, 2012, p. 133) could not be obtained for this study; therefore a sampling frame could not be established.

#### 4.5.3 Sample Size

In order to gain more depth in the study, **eight** companies were targeted for the sourcing of appropriate Respondents, but restricted to the Information Technology sector. In this study, the Researcher identified the eight companies from the Information Technology sector that are JSE-listed, or listed on other recognisable stock exchanges. 10 out of the 13 companies met the required criteria of having a listing on some recognised stock exchange, as illustrated in Figure 5 and Figure 6. 3 companies who were not JSE-listed were used in the study because the Researcher felt that they could provide relevant insights. From each of these companies, more than 2 Respondents were interviewed wherever possible, although in certain cases, only 1 Respondent participated. A total of **13 interviews** were conducted. The interviewing process continued until redundancy or saturation of data was becoming evident around the ninth interview. Further interviews beyond Respondent 9 did not yield any fresh insights. The durations of the interviews are given in Table 4.

**Table 4: Interview Durations**

<b>Respondent's Role and Industry</b>	<b>Duration (Min:Sec)</b>
Tools Manager_Project Management Consulting	49:20:00
Chief Technology Officer_Broadcast Media	41:29:00
Programme Quality Manager_Project Management Consulting	49:55:00
Delivery Manager_IT and IT-Enabled Services	28:27:00
Portfolio Manager_Financial Services	25:54:00
Project Consultant_Project Management Consulting	28:48:00
Team Lead (EPM, MSP, SharePoint)_Consulting Services and Development	17:07:00
Change Lead_Financial Services	26:20:00
Group IT Manager_Infrastructure and Facilities Solutions	25:36:00
Project Support Office: Head_Financial Services	22:43:00
Project Manager_Financial Services	20:03:00
Senior Manager: Application Architect_Financial Services	25:41:00
Director of Business Development_National Credit Bureau	18:02:00

## **4.6 UNITS OF ANALYSIS**

The unit of analysis was each of the targeted Respondents as they would provide the necessary information upon which insights could be drawn.

## **4.7 DATA COLLECTION METHODS**

### **4.7.1 Design of Research Instrument**

A detailed Interview Script and Questionnaire was developed to probe the application of the identified research questions and propositions. These research instruments take cognisance of the semi-structured nature of the interviews and are thus primarily used for the purposes of guiding the Researcher to ensure all key areas have been covered. The Researcher conducted face-to-face semi-structured interviews of approximately 40 minutes in duration. These interviews were recorded using iTalk, a voice recorder downloaded from the Apple App Store, to be later transcribed and analysed using appropriate Microsoft Excel.

The interview consisted of the following parts:

#### **Section 1: Questions Regarding the Respondent**

The objective for this section was to ascertain the Respondent's experience in IT Project Management, and obtain a general view of the degree of the Respondent's appreciation of CSR issues.

#### **Section 2: Questions Regarding the Organisation**

The objective of this part of the interview was to obtain background information on the company, particularly with reference to the primary business of the company and whether the company had a Project Management Office. The existence of formal Project Management methodologies such as PRINCE2, PMBOK-Based methodologies, In-House methodologies, or any others would give some indication of an estimated maturity level of the Project Management practices within the firm.



### **Section 3: Questions Regarding the Project(s) Under Reference**

In this section, some project details were discussed in order to gain clarity on the nature of the implementation that was delivered. Project details included Project Name, Brief Description, Respondent's Project Role, Project Budget, Duration and Size of Team.

### **Section 4: Main Interview Themes - Questions to Test the Business Case of CSR on the Project(s) Under Reference**

This is the main component of the interview, which aimed to probe the Primary Research Question, and each of the three Secondary Research Questions, as well as the Six Propositions. The objective was to obtain an in-depth understanding of the issues raised in the Research Questions and Propositions.

### **Section 5: Main Question – Responsibility Bases**

This section primarily focused attention on the Primary Research Question, and specifically probed the applicability of the responsibility bases proposed by the DNA Model of CSR.

### **Section 6: Interview Summary Sheet**

This section contained a summary sheet with 13 questions that summarised the interview. The Researcher aimed to ascertain the extent to which the Respondents agreed or disagreed with given statements, and the answers were recorded in a Lickert scale format to provide the Researcher with the ability to compare these summaries with the outcome from the transcribed interviews.

### **Section 7: Detailed Interview Notes to Guide the Interviewer During the Interview**

This section was included to give the Interviewer some guidance and background notes, which would give context to the interview. Given the semi-structured nature of the interviews, it was anticipated that some of these concepts may or may not be probed to the given detail level.

#### 4.7.2 Reliability and Validity

In order to ensure reliability and validity of the research process and findings, triangulation technique were adopted. Creswell (2003) described concurrent procedures in which the Researcher collects both qualitative and quantitative data at the same time for integration and interpretation. While in this research quantitative data was not collected, reliability and validity was achieved through a combination of multiple validity strategies as recommended in Creswell (2014). Two of the organisations that participated in the study each contributed three respondents. This strategy allowed the Researcher to review the emerging themes from each organisation by comparing what the experts had to say on the topic under discussion. Creswell (2014) argued that “If themes are established based on converging several sources of data or perspectives from participants, then this process can be claimed as adding to the validity of the study” (p. 201). Convergence of themes was evident from this process, with the following themes coming up:

- Business Case
- Enablers
- Barriers
- Nature and Extent

From these themes, the following codes emerged during the coding process:

- Attract and Retain Talent
- Beneficial Products
- Diversity and Equal Opportunities
- Community Participation
- Cost and Risk Reduction
- Enforcement of Compliance
- Environmental Integrity
- Good Governance
- Inclusive Business
- Reputation and Legitimacy
- Skills Development
- Societal Contribution
- Stakeholder Activism

- Value Creation
- Trends in Reporting
- Zero Waste

Further, as can be seen from Table 4, different sectors within the IT Project Management domain were used as part of the study, including Project Management Consulting, Financial Services, and Broadcast Media. This provided a variety of sources and gave the Researcher the ability to compare findings and establish theme convergence.

The use of a questionnaire at the end of the interview was designed to provide further confirmation that the findings from the oral interview were consistent with the extent to which participants agreed or disagreed with the given statements. In all 13 interviews, consistency was confirmed.

All interviews were held in professional environments at the places of work of the participants. The setting was in formal meetings rooms although the interviews were semi-structured and deliberately designed to be as informal as possible to allow free flow of conversation.

Creswell (2014) noted the importance of bringing views that did not agree with the emerging themes. "Because real life is composed of different perspectives that do not always coalesce, discussing contrary information adds to the credibility of an account" (Creswell, 2014, p. 202). This contradictory evidence is presented in the findings in the form of Respondent 1's views, which tended to boarder on the negative, thus making the findings more realistic and more valid (Creswell (2014)).

To confirm reliability of the findings, the Researcher checked each of the 13 transcripts by playing back the recordings while reading through the transcript and making corrections were necessary. In some cases, parts of the recordings were inaudible and these are clearly marked in the findings. However, the inaudible parts had no material effect on the conveyance of the meaning, and no significant information was lost. The Researcher made a note to ensure that there was no drift in the meaning of the codes during the process of coding by "constantly comparing data with the codes and by writing memos about the

codes and their definitions” (Creswell, 2014, p. 203). The detailed Excel spreadsheet that contains evidence of this process has been submitted as part of the electronic submission requirements for this study.

### **4.7.3 Pre-testing**

The research instrument was pre-tested through conducting a pilot of two interviews. The research instrument was then reviewed and amended using the results from the pilot study. 2 pilot interviews were conducted on 30 July 2014, and 31 July 2014, in order to validate the questionnaire. The interviewees confirmed they could understand each question presented to them without any difficulty, and they could engage in conversation around the themes under investigation.

The following changes were made to the questionnaire:

#### **Change 1**

Added question 3 to confirm the number of years of experience in Information Technology (IT)

Question 3. How many years of experience do you have in Information Technology (IT)?

- 3.1. <2 years
- 3.2. 2-5 years
- 3.3. 6-10 years
- 3.4. 11 years or over

#### **Change 2**

Refined the Interview Summary Sheet questions to read as follows:

Question 12. Using Successful CSR Case Studies in IT Project Management as Enabler of Incorporation of CSR in IT Project Management would help drive adoption of CSR in IT Project Management.

Question 13. CSR Drivers that address Value Creation, Good Governance, and Societal Contribution are more relevant to IT Project Management than those that address Environmental Integrity.

### **Change 3**

Restructured the Interview Guide into the following sections:

Section 1: Questions Regarding the Respondent

Section 2: Questions Regarding the Organisation

Section 3: Questions Regarding the Project(S) Under Reference

Section 4: Main Interview Themes

Section 5: Main Question - Responsibility Bases

Section 6: Interview Summary Sheet

Section 7: Detailed Interview Notes To Guide The Interviewer During the Interview

## **4.8 DATA ANALYSIS METHODS**

The interviews from the study were transcribed, and then carefully categorised into themes on an Excel spreadsheet. The data was then encoded into themes and trends were analysed in order to draw insights from the research findings. It is important to note that the charts and numbers that are presented in Chapter 5: Results, are to be treated as qualitative data, and for illustrative purposes only, rather than quantitative data, as with a sample size of 13, there is no statistical significance.

## **4.9 QUALITY AND ETHICS**

In keeping with the regulations of the Ethics Committee of the University of Pretoria, ethical consideration and clearance was sought and granted before this study could be conducted.

## **4.10 RESEARCH LIMITATIONS**

The following limitations were identified for this research design:

- a) The purposive sampling approach adopted for this research could lead to sampling bias which could have a negative effect on the findings. The results may not be generalisable to the IT Projects and IT Project Management domain in its entirety.
- b) The absence of a sampling frame means some important subjects may have been left out of the study.
- c) The Respondents may have very personal links with the companies they work for. As a result, they may feel obliged to defend their companies

should they perceive this study to be an enquiry or audit of their Project Management or Corporate Sustainability and Responsibility Practices, leading to possible response bias.

- d) The Researcher only has reach to companies operating in South Africa. Findings may not be generalisable across IT in the world in general due to regional and cultural differences.
- e) The study did not use Project Maturity levels as a qualifying criterion, and the assumption that the companies being studied were relatively mature could lead to a bias in the findings.

#### **4.11 RESEARCH DESIGN CLOSING**

The choice of a qualitative, exploratory approach was of benefit to this research. While noting the limitations associated with the use of purposive sampling, it is hoped that careful selection of the sample as well as use of triangulation techniques effectively mitigated the identified limitations. The limitations also present an opportunity of improvement in subsequent studies.

## 5 RESULTS

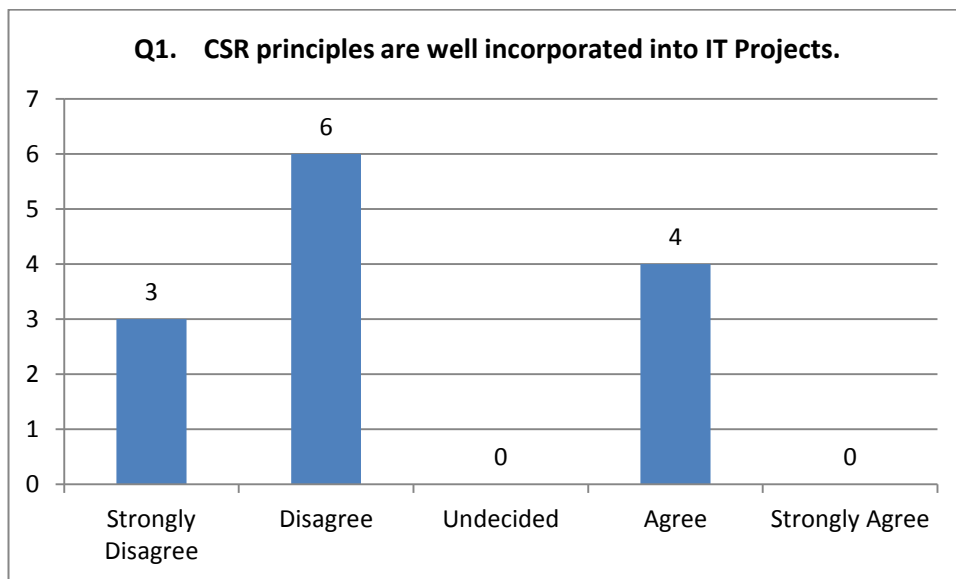
### 5.1 INTRODUCTION

In this section, results of the study are presented. **It is important to note that the charts and numbers that are presented are to be treated as qualitative data, and for illustrative purposes only, rather than quantitative data, as with a sample size of 13, there is no statistical significance.**

### 5.2 FINDINGS FOR PRIMARY RESEARCH QUESTION

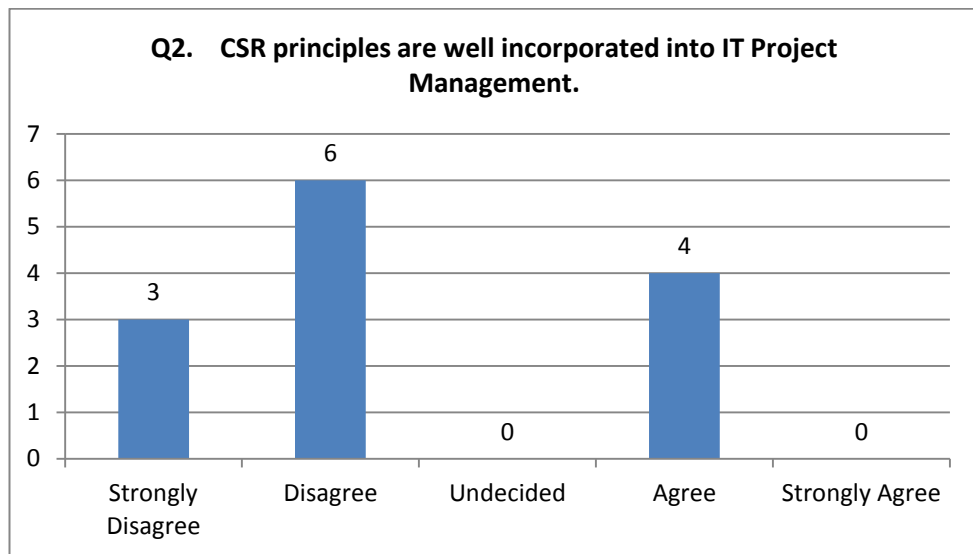
In this section, results of the primary research question are presented. The question was: **Determine the nature and extent to which CSR is incorporated into the management of IT Projects within the IT sector. What does CSR mean in the context of IT Projects and IT Project Management?**

Table 5: CSR in IT Projects



9 out of 13 Respondents do not agree that CSR principles are well incorporated into IT Projects.

**Table 6: CSR in IT Project Management**



9 out of 13 Respondents do not agree that CSR principles are well incorporated into IT Project Management.

**Respondent 1's Views on Incorporation of CSR**

**Incorporation of CSR as a By-Product**

*Environmental considerations are not considered as part of an IT project. The by-product of an IT project is a more eco-friendly environment.*

**Cost is the Driver**

*No, cost is the driver, so when I make those decisions about sending people on airplanes and cars to go to attend meetings or to do implementations, cost is the driver against how effective will the engagement be, right, face-to-face over video conference or over a telephone or over Lync. So I need to balance that off for cost reasons.*

**Skills Development is Restricted to Project Team Members**

*Skills development, absolutely, for the people working on the project, okay? But we don't create projects to give people a job, we create projects with a goal in mind of increasing revenue, decreasing cost, those are the two things and that might be through a productivity improvement. All projects are an opportunity for the members of the project to update their skills and experience.*



## **Respondent 2's Views on what Actually Drives CSR Incorporation**

### **Environmental Consideration is a By-Product**

*But the other point is, you know, in terms of the planet [tape skips]... we have a planetary benefit, an environmental benefit, almost as a by-product of a business case. So in your central question about making the business case for sustainability, it sometimes makes the case itself and particularly in this instance. So this is what I mentioned to you last week, when I first joined here, we had, I don't know how many racks of servers and these were [tape skips]... energy inefficient, pumping out a lot of heat, cost, chewing a lot of electricity and obviously costing a lot of money.*

### **Environmental Consideration - Cost Reduction is the Driver**

*So as you're aware, when you rack servers you pay effectively for the bays, you pay for the power consumption, you pay for the amount of space you occupy. So my hosting bill, on a monthly basis was sky-high, it was a lot. Plus a lot of the stuff was out of warranty and old and that kind of stuff, so one [tape skips]... so we built, we got a much smaller number of incredibly powerful machines and built a virtual, I don't know if you know, a VMware.*

### **Skills Development Budget Available at Organisational Level**

*So we have a budget per member of staff per year in terms of improvement and development. You know where someone requires something that requires more of that budget then that's dealt with on a case-by-case basis. So for example, should someone go on a Masters programme, we don't sponsor everyone to do a Masters programme. There has to be motivation and there has to be a business case*

## **Respondent 3's Views on How CSR Was Incorporated**

### **Opportunity for Learning Was Absent on the Project**

*So there was no real opportunity for learning, nevertheless, to say that from a, let's call it a vendor/supplier perspective, the resources that were provided by the various vendors, you know, would have catered for the learning and development component to ensure that those resources can deliver whatever they need to deliver.*

### **On Diversity**

*No, seriously, the vendors that we worked with and within Eskom as well, there are so many resources, it's such a large company because these service providers or these management consulting houses are so big. They've got the diversity and they have, as*

*part of their culture and part of their development plan, the resources to be able to address the needs of the project.*

### **Respondent 4's Views on Whether IT Projects Address Customers a Stakeholders**

#### **Stakeholder Engagement**

*So customer retention as a concept is very, very important and for you to do that you need to engage with them regularly and how does IT help? IT is not directly engaging to that, but IT has to keep holding themselves to the needs of customers.*

#### **Empowerment and Skills Development**

*No, not necessarily, because I think this lot sits in a very high level in the management and in the organisation initiative, but as part of our organisation, we have run programmes like this. We have run camps we have run training things.*

#### **Skills Development and Diversity**

*If you look at the current project that I have done here, even there, we were able to actually bring in a flavour of people from different cultures, people from different backgrounds, with different experiences, and we have been able to uplift the knowledge levels or the skill levels of people here. So it is not just a way where we, people come in and you finish your project, and then you go back. You also stay; you also make sure that people around you are up to a level, knowledge level to a certain level.*

### **Respondent 5's Views on How CSR is Addressing Skills Development**

#### **Skills Development Budget Exists at Organisational Level**

*So we have invested a massive amount of money into training. So number one, training into our staff members who will be facilitating these payment procedures, so huge investment into that. Systems technology training, we've invested heavily on. Operational and reconciliation of transactions training, we've invested heavily on and more so I think we've educated the customers and the consumers out there of how to transact cashless.*

### **Respondent 6's Views on How CSR is Addressing Skills Development**

#### **Skills Development is a Deliberate Effort**

*So all the projects I've worked in, we've made a deliberate effort to make sure the operational staff were involved as part of the project team members. The vendor would always consider it as an outsider or as a SME in informing and not doing.*

### **Respondent 8's Views on How CSR is Being Incorporated**

#### **Consideration of Diversity is "Accidental"**

*On IT projects, if we need an external vendor to provide a service to us on any IT project, right, we as an organisation and as a procurement department specifically adhere to BEE principles, right? So vendors we look for are vendors which typically would adhere to the BEE requirements. In that way we contribute to the development of the country and the development of the environment externally. So our contribution is exclusively to the organisation. Indirectly though, one example that I gave you was BEE, another example that I can give you is, for example, recruitment policies. So we do try and recruit young people from EE backgrounds, which also indirectly then contributes to skills development and development.*

#### **Good Governance is Achieved Through Project Management Office (PMO)**

*So the project management office focus is very much on how do I provide information about projects through the governance structures that allows us to track it, to manage it better and to monitor it better. So I think success in that respect is, it gives us management information, it allows us to make management decisions about projects, which I think is really good.*

#### **On Diversity and Equal Opportunity**

*The bank has an employment equity policy. So in terms of race and gender we do have targets and we do try to fulfil those targets. We are governed by the larger organisation, but it's not inherently imbedded at a project level. A project manager is not per se, required to incorporate EE when looking for resources. The primary objective is to get the right skill and it's not necessarily governed by putting EE principles ahead of that. I think because we're part of a larger organisation, we certainly have a responsibility to try and contribute to those value bases that you're referring to now, in this case being EE. So I think we certainly have a responsibility, but again, it comes back to a leadership or a management style more as opposed to this is a requirement from me at*

*a project level. So if you ask my personal opinion, I think it should be a part of it, but at the moment it's not necessarily integrated at all.*

### **Environmental Policy**

*It would be potentially at a group level or another bigger division than the IT project itself that it will be dictated to by those areas. Again, same rule applies to our previous discussions. I think it's prudent for a project manager to be aware of these things and to potentially consider them. So if they are aware that a practice is in place that's potentially not environmentally friendly, to contribute to that discussion by saying, I think there's a better way for us to do this.*

### **Respondent 9's Views on the Nature of CSR Incorporation**

#### **On Skills Development Not Being Done at Project Level**

*Look, what we have done, and this hasn't been specifically around this project that you were alluding to earlier, is we have got learners in terms of participating in the more technician-type jobs. We've actually got them in and they're assisting in desktop support and that type of thing. Yes, but specifically in the projects though, we haven't really involved them on the project side. It's been more from a desktop support side.*

#### **On Deliberate Consideration of Diversity**

*Deliberately, no. I'll give you an example. At the moment I'm looking for somebody to help us out with SQL development and I have deliberately gone out and looked for an equity person to employ, a BEE candidate and I've actually struggled so much to find somebody that I'm now also including non-equity. You actually find that in the beginning you're looking for the BEE candidate, but then you find that there aren't, there's a lack of skill, particularly from an IT point of view. I don't know what it is about IT that doesn't attract too many black candidates and it's actually something that worries me about our country is that we don't seem to be able to steer enough black candidates in that one direction.*

#### **On Deliberate Consideration of Societal Contribution**

*Consciously there's no, we don't go out there and consciously look to include the social values in our projects. Generally the projects are cost-based, generally we're looking at, for the shortest time, you know, but you're not looking at, specifically at societal contribution.*

### **On Good Governance Being Built-In for IT Projects**

*Well I mean project management itself has governance built into it and essentially with, I mean are you referring to IT governance? So saying, look, in terms of project management you've got the building of a business requirement, signing off that business requirement, getting acceptance from the business of that, then being able to take it to the next level where you actually get authorisation and approval. What I have learnt through the process is that by having the governance in place, you actually get more done.*

### **On Environmental Benefiting From Spin-Offs**

*Look, I mean there can be spin-offs from a, on the environmental side from an IT projects point of view. Obviously, as I said earlier, with productivity improvements, with the saving of energy as a result of productivity improvement, saving on emissions, so if you're a coal burning plant or something like that and the systems actually give you efficiencies, you can dial down some of those carbon emissions.*

### **On Deliberate Consideration of Environmental Impact and Using Technology to Reduce the Negative Impact**

*Now video conferencing for us is a huge sustainability component because instead of getting on a plane and flying across the country, you're just hopping on the video conference.*

### **Respondent 10's Views on How the Project Management Office (PMO) is Promoting Good Governance**

#### **Role of the PMO**

*The PMO itself, and the projects that we do in terms of putting tools down, in terms of putting frameworks down, standards, in terms of governance and how we determine our quality, those all contribute to making sure that projects get delivered on time, they get delivered predictably and that in itself then, I think, lends itself to sustainability for the corporation. So our very essence of what we do is actually to do that.*

#### **On Diversity and Equal Opportunities**

*No, certainly our project, definitely, and I've not heard of projects being constructed from that point of view, certainly not race and gender. Where a project does consider diversity might be in skills level or experience. You might try and assemble a team*

*where there are juniors that can learn and there are seniors that lend experience, but that's the only kind of consideration that I know of.*

## **Respondent 12's Views on the Nature and Extent of CSR Incorporation**

### **Indirect Contribution of IT**

*As it stands today, and on all the projects that I have worked on from an IT perspective, there is a big gap in my mind. I have seen lots of projects that have got environmental benefit today, but from a social and economic perspective, the IT component is not a direct contributor. However, I think there is an opportunity for the IT component to contribute to social and economic impact.*

### **There is an Absence of Organisational CSR Vision**

*What I don't see happening is the vision of CSR going throughout the organisation. So filtering down from not only setting aside some cash that we must use to do these things, but thinking about how we make all the activities at every layer in the business, contribute to the overall objective. That's when you have CSR weaved into the fabric of the organisation.*

### **CSR is an After-thought; a "Bolt-On" to the Project**

*At the moment CSR is kind of something that's bolted on the side and yet you won't have, if somebody is scoping a project, if somebody is scoping the IT component of the project, they will never ask the question, what CSR contribution we can make through this component of the project.*

### **Governance is Built-In**

*I think it's, due to the technical nature, and mostly, the reason I say technical, it's either right or wrong, you know, in most cases, so you have to do it in a specific way to get the right answer and if you don't do it that way you get the wrong answer. So governance is almost kind of built in because I think it's easier to govern technology than to govern human capital or policies and procedures.*

### **On Environmental Considerations**

*So you see, it's being driven by the vendor, it's vendor driven, but it could be vendor and organisationally driven and we're missing the organisational part. So the vendor piece I'm saying, you're getting 20% already, but there's an opportunity, another 80%*

*opportunity to rationalise everything in that data centre of your organisation and make that part of your environmental contribution.*

#### **Respondent 12's Views on "Accidental" Incorporation of CSR**

##### **Accidental Incorporation of Environmental Considerations**

*You'll find, okay, so let me talk about that a little bit. You'll find a lot of data centres, the main drivers in the data centre is floor space, is cooling, and is electricity, consumption of electricity. Now with the advancements in technology in the last 10 years, Green IT is trying to minimise the usage of all those three components in your data centre. So what you'll find is the latest vendors, the hardware and the software that the latest vendors are pushing out, is already talking to Green IT because firstly they take a smaller footprint, which means they're smaller in size, they take less floor space, they use less electricity and you need less air conditioning to cool them down. Yes, so it's improvement on the technology, right? So as a result, you will find that the 20% that I'm saying, inadvertently, if you're putting a new project in tomorrow, right, you'll inadvertently start to use some of those Green IT components without you having known it.*

#### **Respondent 13's Views on How Environmental Considerations Apply**

##### **Environment as a By-Product of Other Considerations**

*So here to the point about, we probably did think of it right, and did utilise technology like Skype or whatever and bring down the travel etc., but not, I don't think it was deliberate that you're trying to, you know, against the environment, it's probably more a cost factor.*

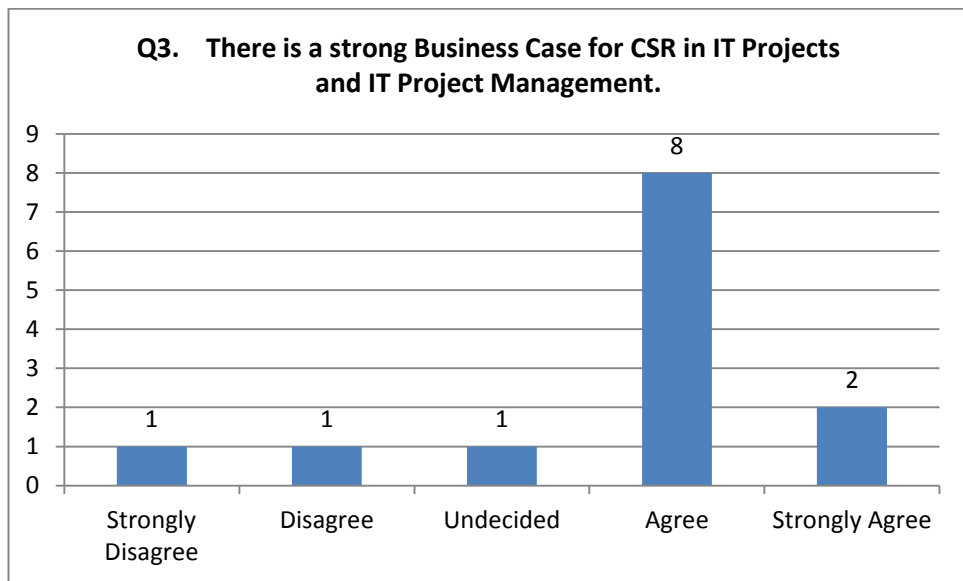
##### **Zero Waste as a By-Product of Other Considerations**

*So we don't think about it. Maybe it's something that you should, so how do you dispose, there's extraction of gold from the circuit boards that sit in old PCs, there's so many spin-offs that you can have from that and then just responsibly disposing of it, first and then are there any benefits through that, through the way you dispose.*

### **5.3 FINDINGS FOR SECONDARY RESEARCH QUESTION 1**

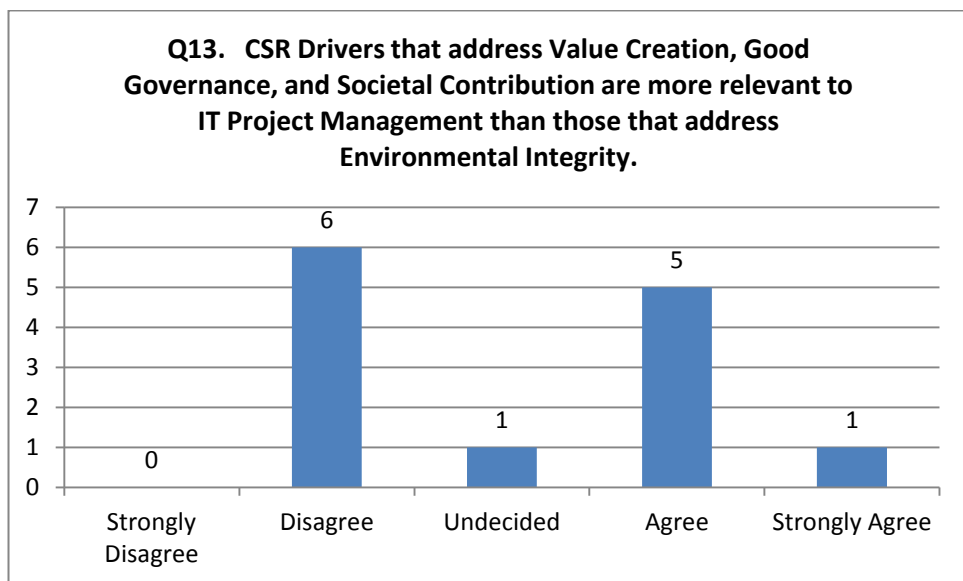
In this section, the results to the question "**Having established the nature and extent of CSR incorporation, what is the Business Case for CSR in IT Projects and IT Project Management?**" are presented.

**Table 7: Business Case for CSR**



10 out of 13 Respondents feel there is a strong Business Case for CSR in IT Projects and IT Project Management

**Table 8: Relevance of CSR Drivers**



The Respondents are split equally between those who agree and those who disagree with the given statement.



### 5.3.1 Views on CSR Business Case From the Perspective of Diversity and Equal Opportunity

#### **Respondent 2's Views**

##### **There Are Benefits in Ensuring Diversity Compliance**

*So we take our EE rating incredibly seriously and we track closely what is the constitutional makeup of the staff in the organisation. You know what, it's actually to, we encourage diversity. So we find that having a diverse organisation makes us a more creative organisation {tape skips}... we get sucked into group thinking. We also, we operate within the African context, within 48 countries in Africa and so diversity is important. What that also means is that we don't just recruit from the various groupings within South Africa, we also have within our organisation, we have Nigerians, we have Ghanaians, we have Zambians...*

##### **Diversity is Considered, But the Right Skills Are Required**

*Not in every case, because the point that I regularly make is when you're recruiting scarce skills, it's very difficult to make your available skill set even smaller, but it [tape skips]... we find that we're naturally recruiting the right sort of diversity. What we also do though is we look beyond African borders. So where we can hire world class leaders in their field, we bring those guys in.*

#### **Respondent 4's Views**

##### **Diversity is Important, But So is the Right Fit**

*Correct, then there is no empowerment required, people who have the right skills will find the right job. Jobs are always open if you look at job sites today. There are thousands of jobs open and there are thousands of resumes as well. It's finding the right fit and how as an organisation or as a government you will encourage them, you will coach them, you train them, and you uplift them to that next level. So, there is a saying, right, do not feed fish to a hungry person, teach him how to fish.*

### **Respondent 5's Views**

#### **Experience Matters More Than Diversity Considerations**

*I think the makeup of the team is irrelevant when it comes to that. I think there's no gender orientation or race orientation when it comes to the execution of the payments project. In our world it's the person with the most experience and skills that can do that particular job, which executes there. In our world it's all about experience. So you don't often find very young people coming in, although we've used this opportunity to bring in some young people and training them up so they've gained a lot of experience through this process.*

### **Respondent 6's Views**

#### **Transformation Needs to Happen at ALL Levels of the Organisation**

*The organisation will determine how successful IT can be in that. If we, so I look for an organisation, because they are very good at diversification, unfortunately they are only diversified at the lower levels of the organisation. Those people have no equal opportunities to get into any seniority organisation, senior parts of that organisation. How do you think those people felt? Transformation was a 'nice to have', but they believe they have transformed because they have the lower echelons of the organisation.*

### **Respondent 7's Views**

#### **Skills Are More Important a Consideration than Diversity**

*I think most of the projects I was working on, it's very diverse. So it's people from all kinds of backgrounds. So there's actually not a set of specific people they are looking for. If you have the skills, you make the cut.*

### 5.3.2 Views on CSR Business Case From the Perspective of Beneficial Products

#### **Respondent 2's Views on Impact of Beneficial Products**

##### **Developing Beneficial Products**

*I mean one of the things that actually came out of the [tape skips]... was a project called Tape Aids For The Blind. So we actually had a project where we provided a place where effectively the hearing impaired society could provide their own audio tapes. We would then put them into digital format. We would then store them and provide them in a basis that now we're hosting the website, we're hosting all of the content and it now means that hearing impaired people [over talking], free service [tape skips]... little bit back, but of course bringing people into our world makes them more aware of some of the products that we offer. So I try to maintain sustainability through building as generic a platform as possible and something that can deal with future, as yet [over talking]... or even new products, by leveraging of what we already have because we are constantly growing and we've been growing at quite a rate from 60 people five years ago to 580 now, but that can't continue forever [tape skips].... you know, we can't continue.*

#### **Respondent 3's Views on Using IT Products to Motivate for Funding**

##### **Streamline Financial Environment Using Beneficial IT Products**

*If you're looking at specifically economic development, all right, the aim of the back-to-basics project at Eskom was to stimulate foreign investment into the country to enable Eskom to expand its services to the electricity grid. You know Eskom was previously, and currently actually, sort of experiencing load shedding and experiencing issues on their power grid. So what the new FD, Paul O'Flaherty decided to do was to consolidate the subsidiaries, financial environment, which is primarily running on SAP to one environment, to motivate to the government and to foreign investors, to encourage investment into the country and more specifically into Eskom.*

#### **Respondent 4's Views on Using IT Products to Positively Impact the Environment**

##### **Products That Benefit the Environment**

*On credit cards. So, I am project manager, delivered that project successfully. The benefit to the society, you cut less trees or you have lesser plastics produced and it saves supply chain costs etc.*

**Respondent 5's Views – A Practical Example****Use of Beneficial IT Products to Achieve Ease of Transacting**

*So if you just look at the card project as an example, to launch a credit card in South African countries enables the community to start transacting on a much easier, simpler basis, by having a credit card in their hand. So it simplifies the way in which they will transact going into the future. So it moves us as a society into a cashless environment.*

**Respondent 6's Views on Impacting the Economy Positively****Positively Impacting the Economy Using Beneficial IT Products**

*Look, I mean the SARS project we did for government in '97 when we removed gov net and replaced it with the new infrastructure to create the environment for the next income taxes to come in. I mean that had immeasurable impact on South Africa's economy because we were able to gain access to taxes and duty that people were avoiding paying. The fact that our financial situation as a country is a little bit more stable than what it was in the past is because of this IT project.*

**Respondent 11's Views on Use of IT Products to Benefit the Community****Taking Beneficial IT Products to the Rural Areas**

*I'll take for instance the agent banking projects. I think definitely that played a big role because what we looked at was going out into the rural areas. We had a customer base there but they could not reach the banks. They didn't know about the products that the banks offer. Sometimes you want to start a little market, street vendor; you need capital to buy your vegetables and stuff. So there was a lot of that education that was needed.*

**5.3.3 Views on CSR Business Case From the Perspective of Cost and Risk Reduction****Respondent 1's Views on Cost Reduction Being the True Motive****Cost Reduction is the Real Reason for Undertaking IT Projects**

*IT projects are not about creating employment, okay, and certainly not for the community. It's all about the business case of the IT project, to reduce an operational risk, increase revenue and decrease costs. That's what it's about.*

### **Respondent 4's Views on Cost Reduction Being the True Motive**

#### **Decommissioning Servers**

*We did some decommissioning of some servers. Servers that use up electricity, that run for the entire day and night, that has got people standing, that has heat generating off it, that contributes to your green gas or greenhouse gases and whatever, those were additional benefits, but the main purpose was saving cost...*

#### **Electronic Branches Enabled by IT**

*I bank with a big bank in India and they do not have physical branches. They have gotten IT so much into them, that if you come into the branch, they will charge you money for it.*

#### **Work From Home Options**

*As an example, let's speak about some big companies. They do work from home options. How does it help? They save money on office space and electricity and stuff... You've got wireless connections and all. I can connect remotely from anywhere, work anywhere, this virtual office set up was done by IT and it was made possible because of IT and telecommunications.*

### **Respondent 11's Views on Cost Reduction Being the True Motive**

#### **Cost Reduction is the True Motive**

*Absolutely and then it takes the people out of the branch, which gives us time to actually service the guys that really need that 12 month statement or need that home loan, the bigger things, and people don't wait so long. So it brings down the cost in the branches as well.*

### **Respondent 13's Views on Cost Reduction Being the True Motive**

#### **Cost as a Key Consideration, NOT Diversity or Equality**

*The project did not deliberately consider issues of diversity and equality; It wasn't a deliberate effort. I think maybe that's partly, part of the problem is that when we run these things, these projects, we probably first will put your highest weighting on cost. So it's all about the cost factor and the return.*

### 5.3.4 Views on CSR Business Case From the Perspective of Environmental Integrity and Zero Waste

#### **Respondent 3's Views on Efficiency**

##### **Efficiency as Driver for Environmental Considerations**

*The aim of IT projects ultimately is to streamline manual processes and to automate processes and things like that from a perspective of logistics and facilities as well. As we implement systems, our environments are becoming smaller and smaller and we're becoming more, how shall I say, adaptable and diverse.*

#### **Respondent 6's Views on IT Projects and the Environment**

##### **The Focus of IT Projects is Not Environmental Integrity**

*It depends what you're doing. If you are, yes, but I think, again, it's, the IT management as an organisation, what are we doing to improve where we are as, so are we utilizing power properly. When we put in computer rooms, are those computer rooms or server rooms put in with the most efficient systems so that they don't draw on the grid, can we possibly push electricity back into the grid? Are there opportunities to do that? I don't think IT projects consider that enough. IT projects are more geared about what product is getting delivered rather than is it towards environmental impact. For the greater good, most people most of the time don't consider the environment.*

#### **Respondent 8's Views on IT Projects and the Environment**

##### **The Focus of IT Projects is Not Environmental Integrity**

*It's not necessarily a primary consideration. Infrastructure supply, infrastructure development, they provide the hardware infrastructure that we need in IT projects. Things that would impact the environment directly, for example a server whether it's environmentally friendly, how it consumes electricity. They would consider it at that level and we would depend on them to supply us with equipment that has the least environmental impact. We as a project would not directly be involved in that because the nature of the projects that we deliver does not have a direct impact on the environment per se.*

##### **On Skills Development Not Being a Deliberate Effort at Project Level**

*I think the current processes and systems we have in place allow for that to happen, but it's not a requirement from project deliver perspective to have that as a conscious effort. So I can tell you the way I have managed my team on a project, for example, is with that specifically in mind. So what skills can we add to individuals, to develop them*

*specifically, after the process and then our performance review process allows for that to be built in, but it's more in terms of a leadership style...it's more consequence of a leadership style as opposed to a project requirement, that's my sense.*

#### **Respondent 10's Views on Efficiency Being the Driver**

##### **Efficiency as a Driver, NOT Environmental Considerations**

*It all boils down to cost in the back, but we want to make the environment as effective as possible, as efficient as possible. So we need to give our people the right tools to do their job. Those tools must work properly. The PMO must be able to support those systems. So the less complexity we have in the environment, the easier it is for us to sustain our reason for being the PMO. To be honest, we don't think of it in terms of environmental. Video conferencing etc., so we try and use that where we can. I think that we probably could get better at it but the reason that we do that is to try and cut down on wasted time, wasted effort and time.*

#### **Respondent 11's Views – Example Where Environment is Actually Considered**

##### **Environment is Considered for Some IT Deployments**

*What's environment got to do with IT and IT project management? Well it's a difficult one because I could think of many angles because you know, you would go into an area where there's actually, depending on the trees, the ground, the soil, lots of rain, you wouldn't want to put an ATM in there, you know what I mean?*

### **5.3.5 Views on CSR Business Case From the Perspective of Value Creation**

#### **Respondent 3's Views on How Value Was Created and Shared**

##### **Value Created for Multiple Stakeholders**

*I think it was a little bit of everything because it stemmed from the consolidation of the system to improve governance, to improve control so that they could motivate for the funds but once those funds were there and Eskom were able to utilise those funds it would have been implemented into their infrastructure, into their power generation grid and that would have benefit for the economy, meaning the general population.*

## **Respondent 5's Views on How Value Was Created and Shared**

### **Value Created for Multiple Stakeholders**

*Absolutely, it pushes up the volume of transactions at the merchant, because if people don't have cash, how do they transact, so they are pushing up the transactions. You are encouraging spend on the credit card so that all of the dimensions within that payment structure will benefit from this technology because the ease and convenience of payments encourage people to spend more easily.*

### **On Stakeholder Engagement**

*Employees and the sponsors of it, but then it stretches wider than that. As I've mentioned just now, other banks, they become stakeholders. The card associations, they are key stakeholders because they are the ones that will facilitate your payments across the border and internationally. So they become key stakeholders in your projects. The regulator and the central banks within each of the countries become key stakeholders in this project. You can't just put a payment instrument into another country without these guys having a say of how they anticipate this working and by you convincing them that you're operating within their regulatory boundaries and mandates. So the stakeholder base becomes very big and it's important to have a very good relationship with that entire area or ecosystem. IT Project Management plays a role...they have to manage the activities and the task that need to be executed at those stakeholders. As an example, a presentation to the regulator or presentation to the Central Bank. So the project manager will set that up, it might not be the project manager that's giving that presentation or sharing that information.*

## **Respondent 6's Views on How the IT Project Created Value for the SA Economy**

### **Value Created for Multiple Stakeholders**

*They were looking at an investment in that project from a pure financial point of view, to the government's budget. The project cost a billion rand and we returned that within a couple of months and it's still returning and the footprint, it gave SARS the opportunity to spread its wings and feelers out into the industry and gain access to people who had never paid tax before. Massive, it made a massive impact to our bottom line and the benefits are being lived today still and that was a, in the greater scheme of things, an 'itty bitty' project for what SARS is doing now, but it made a fundamental impact on our direct economy. Whether that's good or bad at the end of the day, one never knows, but it is improving our finances in this country because we have more money.*



**Respondent 7's Views on How Skills Development Can Have a Good Business Case**

**Business Case That Supports Skills Development**

*Yes, I can say, if you up-skill your resources working on your project, it will just make it so much easier to deliver. So most of the projects I was working on, the up-skilling is very important. It's important to up-skill on a project, especially if you have different resources and some of them are not available at a particular time, you can actually use the skills of the other resources.*

**Respondent 8's Views on Restricting Value Creation to a Select Few Stakeholders**

**Value Creation Beyond Executives and Shareholders is Non-Core**

*So in my opinion, from an IT perspective, that is not of primary focus for us in the delivery of projects within the IT space. It's not a primary focus at all. In fact, I'll go as far as saying that we would contribute, in my view, to the environment from a value creation point of view, but it will be indirect contribution. So primary focus would be project delivery, secondary focus would be development of the team or value creation in that respect but I do think it would be beneficial to have it integrated into the project management as a whole.*

**Respondent 9's Views on Value Creation as Not Really Being Addressed at IT Project Level**

*From an IT projects point of view, besides getting the involvement of consultants and that type of thing, there is not too much enrichment that actually comes out of IT projects specifically to people outside of the organisation. Certainly not the IT projects that I've been involved in and if IT projects have some social spin-off, it's unlikely to be as a result of systems that you're putting in, where you're trying to drive efficiencies in your organisation.*

**Driving Efficiencies Has Positive Spin-Offs for the Environment**

*Now driving efficiencies in your organisation, you could probably end up saving, in terms of electricity, you could probably end up saving in terms of emissions and that type of thing, but that's really all around the environmental impact.*

### Respondent 13's Views on the Loss of Value Due to Outsourcing

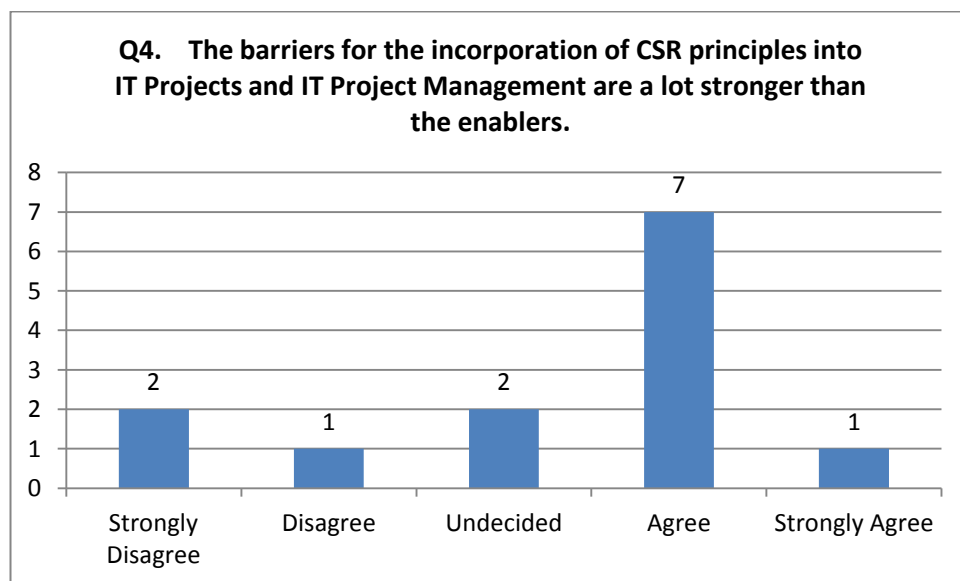
#### Loss of IP Due to Outsourcing: No Value Created for the Country

*So I think, yes, specifically the value creation, it is applicable because the, if we refer back onto this last project, the fact that half of the work was outsourced, it means that you're not creating value directly to your employees. All of that IP that, so the IP used to build whatever systems you're building, obviously the economic value flows out of the country versus in, but just at company level you're losing that IP. It's more difficult to integrate, or you can't integrate an outsourced partner back into your business, sometimes it's more difficult.*

## 5.4 FINDINGS FOR SECONDARY RESEARCH QUESTION 2

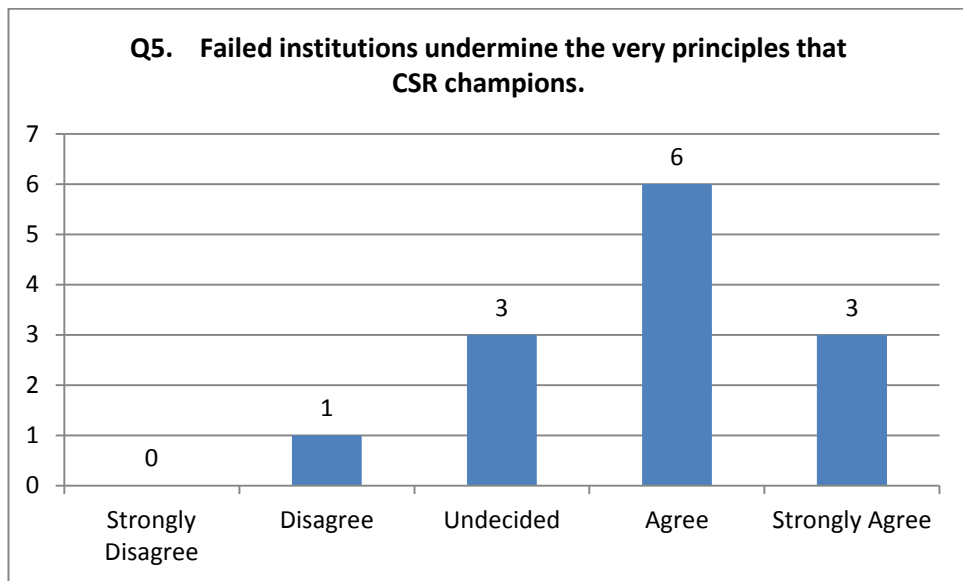
This section presents the findings for the question **“What are the barriers that prevent further incorporation of CSR in IT Projects and IT Project Management?”**

**Table 9: Barriers vs Enablers of CSR**



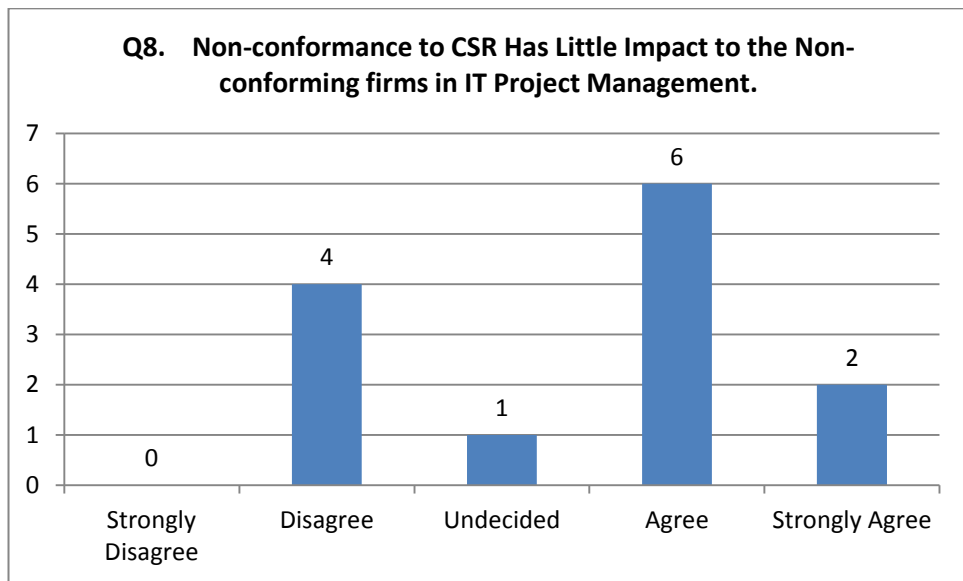
8 out of 13 Respondents feel that there are more barriers than enablers to the adoption of CSR in IT Projects and IT Project Managers.

**Table 10: Impact of Failed Institutions**



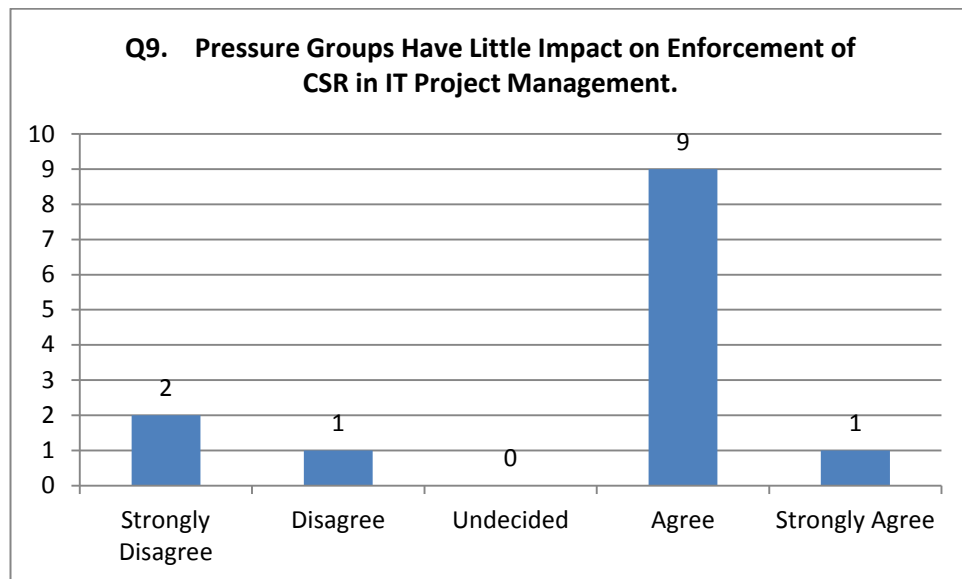
9 out of 13 agree that failed institutions undermine CSR efforts.

**Table 11: Absence of Consequence Management**



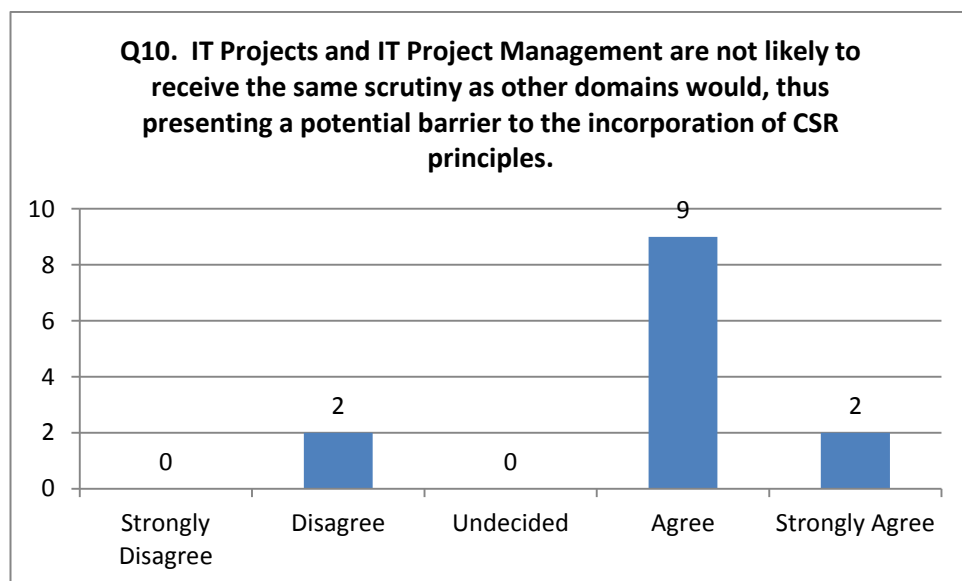
8 out of 13 Respondents feel that non-conforming firms do not face any consequences.

**Table 12: Little Impact of Pressure Groups**



10 out of 13 Respondents agree that pressure groups have little impact on the enforcement of CSR in IT Project Management.

**Table 13: Lack of Scrutiny on IT Projects**



11 out of 13 Respondents agree that IT Projects and IT Project Management really do not come under scrutiny.

### **Respondent 1's Views on Barriers**

#### **Not Enough Emphasis on IT as Enabler of CSR**

*Yes, I agree with that. I think when thinking about CSR there will be a lot more emphasis put on other parts of the organisation than on IT.*

#### **General Attitude Towards CSR is a Barrier**

*I view a lot of the stuff around corporate social sustainable development as being underhanded and I need to get this to come out right, so, unnecessary to the eventual success of the IT project...non-value add and superfluous...inefficient.*

#### **On Community Participation**

*Not a chance in a million years, they are irrelevant unless they are paying customers.*

### **Respondent 4's Views on the Impact of Stakeholder Engagement**

#### **Poor Stakeholder Engagement is Not Sustainable**

*Yes, I was project managing one of the things for a call centre, so I was developing a tool that they could use, so, the first time they applied tool, it was all success, beautiful. When I went to get the feedback, none of them were using the tool because they were happy using the old way that they were. So, we didn't, after the deployment of the tool, we ran a smaller project to get people to understand the value of this, the ease of this, get them to buy into this, start using this, and then see the benefits of it.*

### **Respondent 6's View on Barriers**

#### **Avoidance of Taking Responsibility is a Barrier**

*So the project managers don't understand how they fit into the role of value creation, nor does the business case articulate clearly as to what that project manager's responsibility is. People like to avert responsibility to other people. So if I've got a benefit in a business case, now the project manager will want to own it, or the business owner. Interestingly enough they always point fingers to each other. Nobody takes ownership of the benefit. Nobody is prepared to be bold enough to put a benefit linked to a business case that is straight, that is, requires effort. Most people put safe benefits into a business plan.*

**Environmental**

*Most people don't want to think about it, because if they have to think about it means they have to do something about it. If they don't think about it, the world will still be there, I don't have to worry about all that. I don't care.*

**Contradiction Between Intent and Behaviour**

*Again, it comes to organisation culture. My organisations culture, here is an interesting thing, my organisations culture, my sustainability about looking after the environment, about making sure that everybody is looked after, your HR practices will be different, okay, because it is not natural to work with these lights, for example. It is, we have double-ply toilet paper in all the bathrooms, okay? That's a problem. We use, we don't, we've got recycle bins but we encourage take-away cups.*

**Respondent 8's Views on Barriers to Good Governance****Barrier to Good Governance**

*So it often requires resources on projects, particularly the project manager, for example, or project administrators to spend additional time on governance and making sure that you comply with those governance requirements and I think having said that, I think it's something that you can work on.*

**Respondent 9's Views on Societal Contribution****The Business Case for Societal Contribution is Not Readily Evident**

*Definitely. I think there certainly is a place for it, whether it will succeed or not, I have no idea and I'd love to see it succeed and I'd love to see people taking social contribution and economic up-liftment and all that type of thing into consideration with projects, but I don't see it happening without a business case. If there's no business case to say that, look, it's going to add this particular value by having that, I don't see it happening.*

### **Respondent 10's Views on Relevance of Governance**

#### **Too Much and Irrelevant Governance**

*So traditionally we've been bad at that. So it's too much irrelevant governance that we sometimes put in place and as a PMO we're aware of that and what we're trying to do is cut down governance to the most appropriate that's required to deliver predictable, high quality projects. I think it's too much, but where it, I think the only place that it goes wrong is where there are two parties with almost conflicting governance, that sometimes has happened in the past.*

### **Respondent 11's Views on Time Constraints and the Impact on Skills Development**

#### **There is Simply No Time for Skills Development on a Project**

*But the problem comes in with time. So you get so deep into the execution of these deliverables, you just don't find the time and that's where we get burnt because you want your guys to be trained and certified, but you ignore that because you want this thing done.*

### **Respondent 12's Views on Skills Development**

#### **Skills Development is Seen as Non-Core**

*So on the social side, during IT projects, I mean one of the big gaps in the country is the development of IT skills and I think through IT projects we have the opportunity to do development of skills as well as create jobs but the thing is, this is usually seen as something over and above the deadlines and timelines of which projects have to deliver on and hence they don't get included as part of the scope, because it takes time.*

#### **Outsourcing is Cheaper Than Building New Skills**

*Yes, so I think we're in a bit of a catch 22 here in that we don't have the skills and it takes time to build the skills and the skills can be achieved through outsourced mechanisms much quicker and much cheaper than what we can build them.*

## **Respondent 13's Views on Impact of Poor Governance**

### **Absence of Good Governance Had Negative Impact**

*And the handover, there was no handover because the, when this thing was dumped back to SA, the guys that actually wrote it didn't come down and spend time to handover and things like that. They literally had to pick it up and start it and move on and start working on it.*

### **Skills Development Was Simply Not Considered**

*Training and up-skilling didn't happen on this project, and that's the problem that we're sitting with because you took a team that wasn't even part of the business to develop a strategic objective back to the business in terms of conversation converting all of these systems but at the end of the day, when it was brought back into the country, back into the business etc., the team that had to pick it up, there's no up-skilling because you didn't take them through this journey.*

### **Poor Stakeholder Engagement Led to Failed Project that Delivered a Non-Beneficial Product**

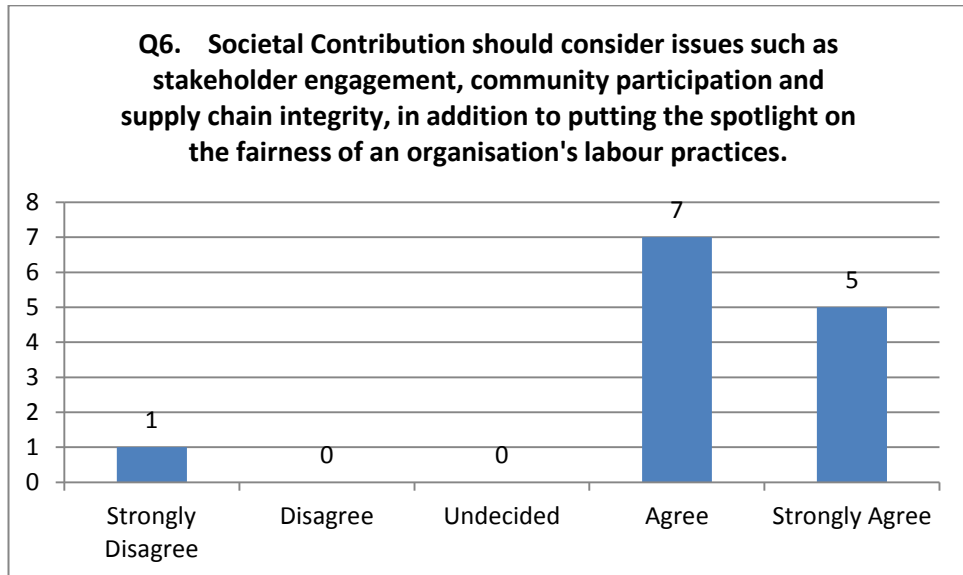
*You've already sold a story to the board that this thing will be delivered on X date and we pushed them to get it done on that certain date. The negative impact of that is that the first few days after we went live, we had customers responding back, they couldn't use the system for at least a week and a half. In that period, the financial loss was probably about a million and a half Rand, because customers couldn't transact using the system.*



## 5.5 FINDINGS FOR SECONDARY RESEARCH QUESTION 3

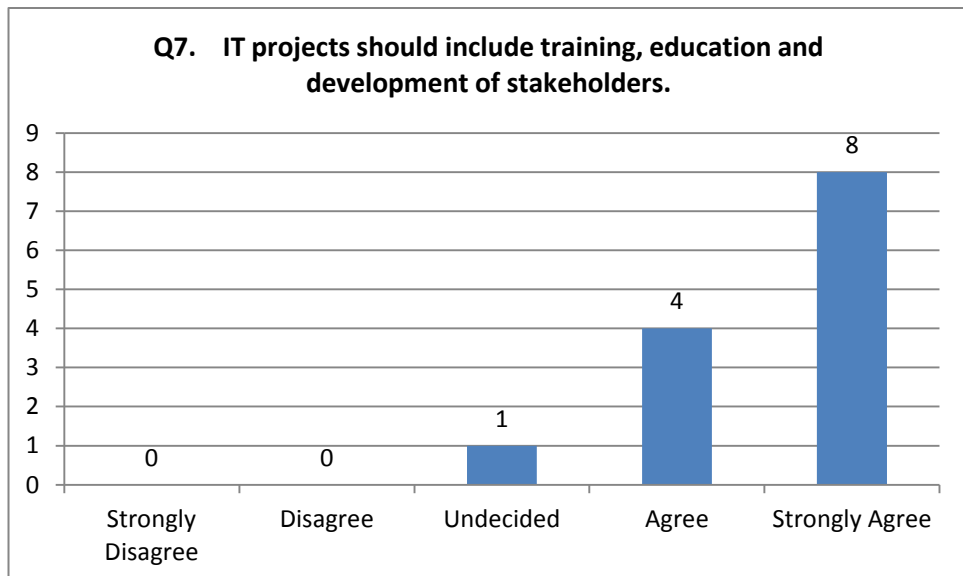
In this section, findings from the question “What can be done to further improve the incorporation of CSR in IT Projects and IT Project Management?” are presented.

**Table 14: Societal Contribution's Consideration**



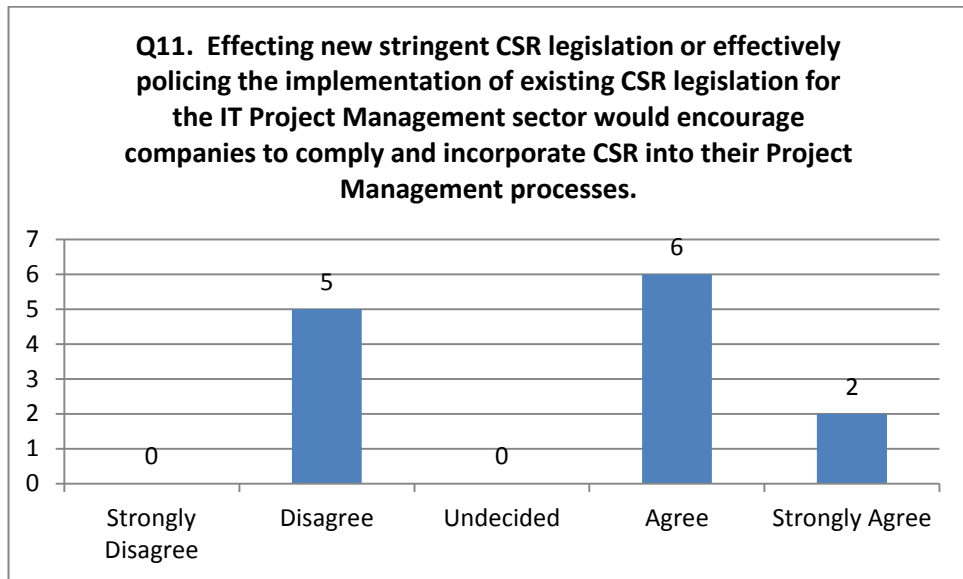
12 out of 13 Respondents agree with the given statement.

**Table 15: Training and Development for Project Stakeholders**



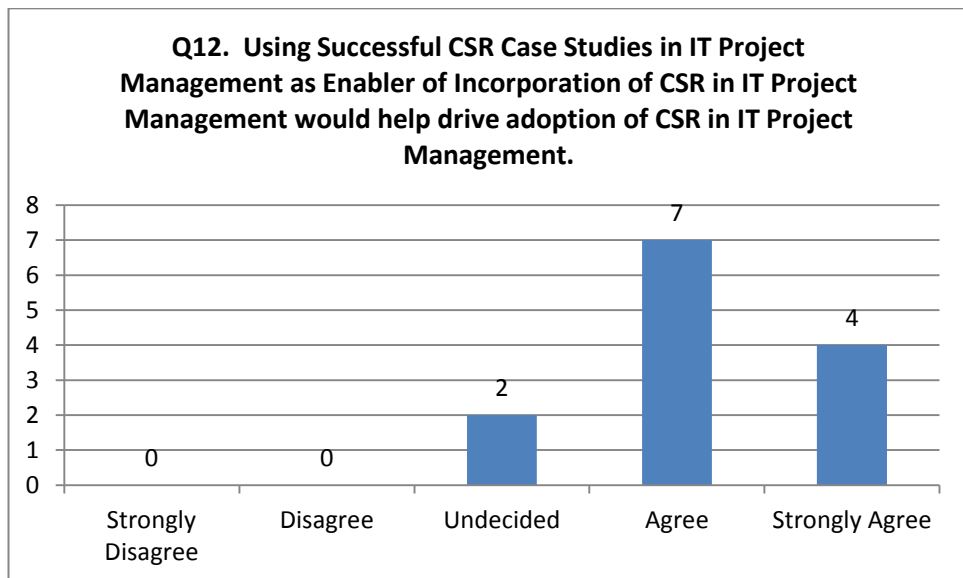
12 out of 13 Respondents agree with the given statement.

**Table 16: Effective CSR Legislation**



8 out of 13 Respondents favour use of effective legislation.

**Table 17: Impact of Successful CSR Case Studies**



11 out 13 Respondents feel that using successful case studies would help drive adoption of CSR.

### **Respondent 6's Views on Driving Adoption of CSR**

#### **Suggestion of Broadening Project Manager's Role as Enabler**

*Project managers have a fundamental role in that, is that a project manager, if they manage their project efficiently and effectively within the context of their project, they thereby will improve the organisations economic footprint, whereby improving the regional etc. to country.*

#### **Stakeholder Engagement Should Not Be a Tick-Box Exercise**

*Again, as part of the organisation. If that environment is not there for me to do it, I'm not going to do it. So I've seen various projects for example, where I don't identify my stakeholders, nor do I understand what kind of stakeholders I have on my project, nor do I understand their attitude to my project, their behaviour to my project. If I don't understand that, how will I be able to get the ball rolling on that? Now most people just tick in a box, ooh, I've got a stakeholder plan, tick, am I managing that stakeholder plan, cross. Comment you'll get back is, I have to manage my stakeholders, I'm sure they can manage themselves. No, you as an IT project manager are a, you bring changed into organisation. You have to prepare the organisation for that change. If you do not, you will meet resistance and lead a failed project because your project might be fantastic, technically, but will be poorly adopted.*

#### **On Measurement as a Driver**

*It's the organisation. If the organisation wants to drive that, they will then put the measurements in place in order for the projects to conform. That is project metrics, that is individual foreman's metrics, that is stakeholder metrics, that is everybody who partakes in that project will be, will have to comply. An individual project might not be able to do it because that project could be seen as a threat to the organisational DNA.*

### **Respondent 8's Views on Experienced Project Manager as an Enabler**

#### **Experienced Project Manager as an Enabler**

*I would consider that if you have an experienced project manager that's being employed as an experienced level project manager that should be part of their considerations. Again, it needs to be balanced with the project delivery, which is the ultimate goal of a project manager to make sure that the project gets delivered.*

### **Respondent 11's Views on Community Participation an Enabler**

#### **Community Participation is Positive**

*So the point of agent banking was to go out and find a little tuck-shop owner, even a little shebeen, even a little shop on the corner in the townships, on the farms, where you can't even get a signal and to train these little owners and give them that, once they've had the training, we actually give them the tools, be it via GPRS or something, to be able to service all these guys that can't even afford to go into the city.*

### **Respondent 12's Views on Environmental Consideration**

#### **Opportunity for Further Consideration of Environmental Concerns**

*So my view is that the 80% gap that we have, we can really design for it in the IT project management space when we're doing these projects, but I haven't seen a lot of design into consideration in the IT project management space, during the project time. It may be, inadvertently they do it because that is the only hardware that's out there...So you see, it's being driven by the vendor, it's vendor driven, but it could be vendor and organisationally driven and we're missing the organisational part. So the vendor piece I'm saying, you're getting 20% already, but there's an opportunity, another 80% opportunity to rationalise everything in that data centre of your organisation and make that part of your environmental contribution.*

#### **Further Incorporation - What to Consider**

*Is it a box ticking exercise or do they really seriously consider CSR should be an everyday activity, ingrained at every level of the organisation. Every task we do, whether it be in a project or outside of a project, we should be thinking, what is our contribution to the economy, what is our contribution to society, what is our contribution to the environment. Those are the three key drivers that we should be asking this question of all the time.*

#### **Opportunity for Skills Development**

*So what I'm saying is, I think there's an opportunity in terms of, during the implementation of IT projects, to bring on additional people who don't have the skills and train them up. Now I'm not talking about people who are already employed by the company, because companies do that, right? Companies do knowledge transfer and that happens and that's taken for granted. I'm talking about having a real social impact outside of the company.*

**Respondent 13's Views on the Role of Good Governance**

**Good Governance is an Enabler**

*I've never been involved in a successful project that hadn't, didn't have some kind of governance around it, whether it's regulatory or internal, it doesn't matter what the governance structure is, but yes, I think that's key.*

## 5.6 FINDINGS FOR PROPOSITION 1

This section presents findings for **Proposition 1: Non-conformance to CSR Has Little Impact to the Non-conforming Firms in IT Project Management.**

**Table 18: Non-conforming Firms Do Not Face Any Consequences**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q8. Non-conformance to CSR Has Little Impact to the Non-conforming firms in IT Project Management.	0	4	1	6	2	13

8 out of 13 Respondents feel that non-conforming firms do not face any consequences.

### **Respondent 2's Views on Enforcement of Compliance**

#### **Effect of Regulation on Competition**

*If the regulator sees us as the only operator on the market, you know, they can make our lives difficult.*

#### **However, Enforcement is Not Always Ideal**

*I think the more it's policed the more that it's enforced, the more reluctant it might be for people to comply or it becomes a box ticking exercise then. I think if the drivers for CSR come from within, they're far more meaningful.*

### **Respondent 6's Views on Consequence Management**

#### **Lack of Consequence Management is a Barrier**

*It depends on the organisations decision whether, because remember, governance means that you can measure me and I can measure you and if I don't comply, there is consequences. If there is no consequence management they will never get, it will never get implemented. If I am allowed to manage my project any way, shape and form and it doesn't matter whether I have the right decisions, the right stakeholders, and if you don't take me to task for that, why am I going to change behaviour?*

### **Respondent 8's Views on the Need for Enforcement**

#### **Enforcement of Governance is Essential**

*So I think if I look at the complexity of the organisation, if I look at the complexity and the extent of the projects within IT, which in my mind is quite complex often, is quite big, I mean you've got projects of a few hundred million up to a billion running within IT. I think to let it run by itself is not going to be prudent. I think it will allow for too many errors to creep in and lack of responsibility.*

*It has to be governed, I would steer away from the term 'policing', cause I think it has a negative connotation to it, but I think you do need to have management and control mechanisms in place and for me, governance makes up management and control mechanisms. From a controlling point of view it allows us to control things like resources and our spend better, from a management function I think governance allows us to manage the projects better because there are things that we need to make sure we adhere to so that we manage it effectively.*

### **Respondent 9's Views on Enforcement Through Legislation**

#### **Enforcement is Governable at Organisational Level, Not Project Level**

*Yes, perhaps if it's legislated at the organisational level it can filter down to the project level, but I don't see it being legislated at project level. It's very difficult to control as well.*

### **Respondent 12's Views on enforcement**

#### **All Governance Must Be Enforced**

*I think, to be honest with you, all governance must be enforced, to say, let's just let governance happen...Remember governance costs, right. To put in governance, it's going to cost time, it's going to cost people's effort, it's going to cost money. So while it does, it has a lot of positives, there's also the aspect of cost. So there is a business case not to do it because you'll save the cost.*

## 5.7 FINDINGS FOR PROPOSITION 2

This section presents findings for **Proposition 2: Pressure Groups Have Little Impact on Enforcement of CSR in IT Project Management.**

**Table 19: Pressure Goups Have Little Impact**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q9. Pressure Groups Have Little Impact on Enforcement of CSR in IT Project Management.	2	1	0	9	1	13

10 out 13 Respondents agree that pressure groups have little impact on the enforcement of CSR in IT Project Management.

## 5.8 FINDINGS FOR PROPOSITION 3

This section presents findings for **Proposition 3: Intangibility of Products of IT Project Management Might Hide Projects That Do Not Conform to CSR Principles.**

**Table 20: There is Lack of Scrutiny on IT Projects and IT Project Management**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q10. IT Projects and IT Project Management are not likely to receive the same scrutiny as other domains would, thus presenting a potential barrier to the incorporation of CSR principles.	0	2	0	9	2	13

11 out of 13 Respondents agree that IT Projects and IT Project Management really do not come under scrutiny.



## 5.9 FINDINGS FOR PROPOSITION 4

This section presents findings for **Proposition 4: CSR Legislation as Enabler of Incorporation of CSR into IT Project Management.**

**Table 21: Effective Legislation Will Drive CSR Adoption**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q11. Effecting new stringent CSR legislation or effectively policing the implementation of existing CSR legislation for the IT Project Management sector would encourage companies to comply and incorporate CSR into their Project Management processes.	0	5	0	6	2	13

8 out of 13 Respondents favour use of effective legislation.

## 5.10 FINDINGS FOR PROPOSITION 5

This section presents findings for **Proposition 5: Using Successful CSR Case Studies in IT Project Management as Enabler of Incorporation of CSR in IT Project Management.**

**Table 22: Use of Successful CSR Case Studies Will Drive Adoption**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q12. Using Successful CSR Case Studies in IT Project Management as Enabler of Incorporation of CSR in IT Project Management would help drive adoption of CSR in IT Project Management.	0	0	2	7	4	13

11 out of 13 Respondents feel that the use of successful CSR cases studies would help drive adoption.

## 5.11 FINDINGS FOR PROPOSITION 6

This section presents findings for **Proposition 6: CSR Drivers That Address Value Creation, Good Governance, and Societal Contribution Are More Relevant to IT Project Management.**

**Table 23: Relevance of CSR Drivers to IT Project Management**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q13. CSR Drivers that address Value Creation, Good Governance, and Societal Contribution are more relevant to IT Project Management than those that address Environmental Integrity.	0	6	1	5	1	13

The Respondents are split equally between those who agree and those who disagree with the given statement.

## 6 DISCUSSION OF RESULTS

### 6.1 INTRODUCTION

In this section, results of the study are discussed.

### 6.2 DISCUSSION OF FINDINGS FOR PRIMARY RESEARCH QUESTION

In this section, the results of the primary research question are discussed. The question was: **Determine the nature and extent to which CSR is incorporated into the management of IT Projects within the IT sector. What does CSR mean in the context of IT Projects and IT Project Management?**

The emerging narrative from this study seems to suggest that CSR is considered more as a by-product of other considerations in IT Projects and IT Project Management. Cost is the driver, with cost reduction being the true focus of many IT Projects. The respondents appeared to have consensus in that they felt environmental issues are not part of what IT Projects consider, nor should they be.

On the issue of the incorporation of skills development, the results underscored that this could only be feasible by restricting it to project team members only, rather than attempting to create value for stakeholders beyond the project team. In some cases, skills development is deliberately and consciously considered as part of the IT Project, whereas in other cases, this is not necessarily so. It was also noted that skills development budgets are generally available at organisational level and seldom so at project level.

Respondents felt that consideration of diversity and equal opportunity at IT Project level tended to be “accidental” in nature, filtering down from organisational policies and the need to meet BEE requirements in order to compete for government tenders. Vendors that work with parastatals such as ESKOM appear to address issues of diversity better on their IT Projects. Interestingly, whilst diversity and equal opportunity get addressed at organisational level, they are not inherently imbedded at project level. The Project Manager is not required to consider diversity and equal opportunity when recruiting resources. Rather, skills and the ability to deliver are more important

considerations. It also emerged that societal contribution is not a conscious consideration of IT Projects.

The DNA Model's Responsibility Base of Good Governance is well incorporated in organisations that have Project Management Offices (PMOs). The PMOs appear to engender Good Governance practices and this effectively addresses the need to incorporate this aspect of CSR into IT Projects and IT Project Management. That in itself lends the organisation towards good sustainability practices.

The respondents also noted that Project Management itself has governance built-in, and as a result, this goes a long way in addressing the Good Governance aspect of the CSR Business Case. Further to that, IT Projects deliver precise technologies; you either get it right or you do not. Consequently, governance is naturally built-in into the processes that develop these precise deliverables.

On whether environmental consideration are important for IT Projects and IT Project Management, the respondents felt that as organisations seek efficiencies in their IT Projects, the environment inadvertently benefits from the spin-off of such initiatives. For instance, because IT vendors are pushing for more Green IT Compliant components, organisations inadvertently incorporate environmental considerations when they upgrade to the newer technologies without necessarily consciously thinking of the environment per se. Hence the “accidental” nature of incorporation of environmental consideration in IT Projects and IT Project Management.

It would appear that there is a general lack of a genuine organisational CSR vision that should filter down to IT Projects and IT Project Management. Organisations seem to focus on looking “less bad” and address the minimum requirements of CSR. These findings support Proposition 6 of this study and concur with the reflection by Hollender and Breen (2010) (as cited in Visser, 2013) that “most sustainability and corporate programmes are about being less bad rather than good” (p. 16).

Notably, CSR appears to be a “bolt-on” to IT Projects and is considered more as an after-thought. When planning and scoping IT Projects, the Project Manager

and the project team never ask themselves how their project will contribute towards the CSR Business Case; this is simply never considered.

### **6.3 DISCUSSION OF FINDINGS FOR SECONDARY RESEARCH QUESTION 1**

In this section, the results to the question “**Having established the nature and extent of CSR incorporation, what is the Business Case for CSR in IT Projects and IT Project Management?**” are discussed.

#### **6.3.1 The Case for Diversity and Equal Opportunity**

Diversity on a project or in an organisation encourages creativity and innovation. This view seemed to be echoed by most of the respondents. They noted, however, that while diversity is indeed a noble consideration, it cannot be incorporated in every case given that the focus on finding the right skills tends to overshadow the focus on diversity. Experience matters more than diversity on an IT Project. However, the respondents concur that there is indeed a Business Case for considering diversity on IT Projects.

If diversity and transformation are only implemented at the lower levels of the organisation and ignored at the executive levels, the chances for diversity to be considered at IT Project level are very slim. The findings suggest that this should be an organisation-wide vision which would then be inculcated into IT Projects and IT Project Management processes.

#### **6.3.2 The Case for Beneficial Products**

The use of IT Projects to develop beneficial products presents a solid Business Case for CSR incorporation. Not only do the products benefit the communities that consume them, but also the organisations that make them, through for instance, enhanced reputation and increased profits. An example given by one of the respondents was that of moving communities onto cashless platforms, which has risk reduction and security enhancing benefits for both the organisation and its customers. Previously unbanked rural communities are able to participate in the economy because of such innovative beneficial products.

### **6.3.3 The Case for Cost and Risk Reduction**

Cost reduction is the real motive behind undertaking of IT Projects. This was a position strongly adopted by the respondents and seemed to resonate throughout all the interviews that were conducted. The efficiencies brought about by IT Projects improve processes and cut out unnecessary waste. The reduction of operational risk, increase of revenue and reduction of costs are the true motivations for undertaking these IT Projects. This is the emerging theme from the findings. Other considerations such as environmental impact are secondary and do benefit from spin-offs of the Cost and Risk Reduction effort.

The findings seem to concur with the work of Silvius, Schipper, Planko, et al. (2012) as well as that of Visser (2013) in which they noted that organisations are motivated to reduce financial risk, such as that caused by legal fees incurred when an organisation causes environmental disasters. The avoidance of such risk presents a solid business case for the consideration of CSR (Silvius, Schipper, Planko, et al., 2012; Visser, 2013).

The findings further suggest that the CSR Business Case for IT Projects and IT Project Management should be positioned from the perspective of cost and risk reduction to allow organisations to quantify in Rand terms how incorporating this would affect their financial bottom line. This would provide a stable launchpad upon which other aspects of the CSR Business Case can then be incorporated or considered for incorporation into IT Projects and IT Project Management. For instance, by driving customers out of banking halls and onto online and mobile banking platforms, the financial institutions save on costs, and they would ideally pass this saving on to their customers. By considering Cost and Risk Reduction, the financial institutions might have inadvertently also considered Value Creation for the communities they serve.

The highest weighting is on cost. It is all about cost reduction and containment, and the return on the investment.

#### **6.3.4 The Case for Environmental Integrity and Zero Waste**

The results of this study seem to suggest that in most cases, IT Projects do not necessarily consider the environment. The findings further suggest that there is an opportunity for IT Projects to ask deliberate questions on how they are impacting the environment. For instance, an IT Project could deliberately seek to develop products that can push back excess electricity onto the national grid. Again, it is noteworthy that the focus seems to be cost reduction, with the environment benefiting from the spin-off. The general findings suggest that that environmental concerns are not top-of-mind when IT Projects are initiated, planned, scoped or implemented. The Environmental Integrity Business Case would require a different positioning if IT Project stakeholders are to buy-in.

Efficiency is clearly one of the drivers, not environmental considerations. The focus on making systems more efficient appears to lead to environmental benefits arising inadvertently. The respondents noted exceptional cases in which IT Projects actually considered the environment. For instance, when deciding where to place an Automated Teller Machine (ATM), a financial institution would choose an environment that would be conducive to the operation of such equipment. The motive is not to preserve environmental integrity, but rather to find a location that would reduce the need for maintenance and hence contribute to Cost and Risk Reduction.

#### **6.3.5 The Case for Value Creation**

The findings suggest that IT Projects and IT Project Management do create technological ecosystems from which multiple stakeholders benefit. An appropriate payment platform, for instance, creates an ecosystem that provides convenience and security that benefits the communities, while at the same time driving up transaction volumes that benefit the shareholders. If value creation is argued from this perspective, the respondents felt that it can be considered a viable Business Case.

Creating value through up-skilling project team members was noted as actually contributing to the resource pool of good quality resources that would become available for future projects. Respondent 8 noted that creating value beyond up-skilling the project team members and also attempting to up-skill



the wider stakeholder base might not be a realistic expectation of what the IT Projects should deliver.

The respondents also noted that the use of international consultants had contributed to value loss for South Africa, with value and Intellectual Property (IP) being siphoned out of the country and the local communities being left with inadequate skills to run and maintain the IT systems that were deployed.

#### **6.4 DISCUSSION OF FINDINGS FOR SECONDARY RESEARCH QUESTION 2**

This section discusses the findings for the question **“What are the barriers that prevent further incorporation of CSR in IT Projects and IT Project Management?”**

The respondents felt that there is simply not enough emphasis on IT being a major contributor that would influence incorporation of CSR. Respondent 1’s views, whilst not echoed by the other respondents, appear to highlight that there are pockets of negative sentiments around the CSR debate. If this is reflective of how some people feel, then there is a lot of work yet to be done to change the general negative attitudes towards CSR.

The respondents also noted that stakeholder identification and engagement tended to be seen a box-ticking exercise by many a Project Manager, leading to poor relations and outcomes at project level. Some non-beneficial products were delivered by certain IT Projects as a result of poor stakeholder engagement.

Critically, it appears that Project Managers are not expected to, nor do they consider incorporating CSR into their project planning activities. They have not understood how they fit into the role of value creation. As such, it would not be fair to expect Project Managers to take responsibility for CSR incorporation into their projects.

The findings point to the fact that projects by their very nature are short-term and time constrained, with a focus to deliver products and services within a given budget, to the correct specification, and on time. This is in variance with the long-

term orientation of CSR, and this variance may well be considered a barrier to the incorporation of CSR into IT Projects and IT Project Management.

A contradiction between intent and actual behaviour was also noted as a barrier. While organisations preach their allegiance to CSR practices, their actual actions and behaviours tend to be at variance with their claims. In many instances, they would claim to be practising CSR just so they look “less bad”.

Too much governance can also be considered a barrier as it often requires the Project Managers and Administrators to invest disproportionate amounts of time towards addressing governance requirements. This effort competes directly with the effort towards actual delivery of the project. The respondents noted that in some cases, irrelevant governance is put in place, and this creates a huge strain on the resources that must abide by the governance’s stipulations. Interestingly, the absence of Good Governance was highlighted as a barrier by some respondents who noted project failures that were encountered.

The respondents argue that the Business Case for societal contribution is not clearly evident for IT Projects and IT Project Management. The current positioning does not clearly articulate how the organisation stands to benefit. Without linking CSR initiatives to measurable savings in terms of cost or improvements in revenue, the CSR Business Case will remain a difficult sale.

The findings further suggest that due to time constraints on a project, there is simply no room for a deliberate effort to address skills development. As long as projects do not consider sustainability aspects upfront in their initiation and planning, the constrained delivery timelines will continue to be a barrier to CSR incorporation. Skills development on an IT Project is seen as being non-core and is considered as a secondary after-thought. The respondents argued that skills can be acquired cheaper and quicker through outsourcing, and this presents a barrier to the skills development aspect of CSR.

## 6.5 DISCUSSION OF FINDINGS FOR SECONDARY RESEARCH QUESTION 3

In this section, findings from the question **“What can be done to further improve the incorporation of CSR in IT Projects and IT Project Management?”** are discussed.

The findings presented a number of proposals that would make further incorporation of CSR into IT Projects and IT Project Management a reality. The respondents argued that the Project Manager’s role needed to be expanded to accommodate CSR-specific Key Performance Indicators (KPIs). The Project Manager’s role needs to be empowered and their balanced scorecard must include metrics that track performance on CSR KPIs. By including CSR KPIs for all IT Projects and tracking performance on these and reporting as part of the regular project reporting, behaviour of Project Managers can be modified towards consciously thinking about ways of incorporating CSR in their IT Projects and IT Project Management processes.

It was further suggested that the CSR culture could be driven from the highest office in the organisation through using Project Managers as change agents. Project Managers are specifically trained to drive change, so they would be the ideal agents to drive the change.

Respondent 12’s views encapsulate the questions every organisation or individual should be asking.

*“Every task we do, whether it be in a project or outside of a project, we should be thinking, what is our contribution to the economy, what is our contribution to society, what is our contribution to the environment. Those are the three key drivers and we should be asking this question all the time” (Respondent 12).*

It was also recommended that relevant levels of governance could be used to driver further adoption of CSR by IT Projects and IT Project Management.

## **6.6 DISCUSSION OF FINDINGS FOR PROPOSITION 1**

This section discusses the findings for **Proposition 1: Non-conformance to CSR Has Little Impact to the Non-conforming Firms in IT Project Management.**

The findings suggest that there is an absence of consequence management and hence firms that do not conform to aspects of CSR such as Good Governance tend to get away with it. If conformance is “policed”, non-conforming firms would be compelled to act to incorporate CSR so they become compliant. However, Respondent 8 proposed steering away from the term “policing” as it had negative connotations and organisations might become reluctant and hence offer resistance. Proposition 1 holds true according to these findings.

## **6.7 DISCUSSION OF FINDINGS FOR PROPOSITION 2**

This section discusses the findings for **Proposition 2: Pressure Groups Have Little Impact on Enforcement of CSR in IT Project Management.**

10 out of the 13 Respondents felt that there is really little impact of pressure groups for the IT Project Management domain. This does agree with Proposition 2, and it would appear that these groups are either non-existent or they simply do not have a keen interest on IT Project Management. Thus, organisations have little incentive to consider CSR in their IT Projects and IT Project Management.

## **6.8 DISCUSSION OF FINDINGS FOR PROPOSITION 3**

This section discusses the findings for **Proposition 3: Intangibility of Products of IT Project Management Might Hide Projects That Do Not Conform to CSR Principles.**

11 out of 13 Respondents agree that IT Projects and IT Project Management really do not come under scrutiny. The effect of this is that the processes through which the IT products are developed are not subject to scrutiny and organisations are able to hide non-sustainable practices such as overworking project teams in pursuit of tight deadlines. Proposition 3 holds true according to the findings of this study.

## **6.9 DISCUSSION OF FINDINGS FOR PROPOSITION 4**

This section discusses the findings for **Proposition 4: CSR Legislation as Enabler of Incorporation of CSR into IT Project Management.**

The respondents felt that CSR legislation can be successfully applied at organisational level. However, they further argued that to have legislation that would be aimed at project level might not be enforceable and would be difficult to control. Generally, there is consensus that legislation would be an enabler, with one of the respondents not agreeing to legislation arguing that this would degenerate into a box-ticking exercise. Proposition 4 is therefore acceptable as presented.

## **6.10 DISCUSSION OF FINDINGS FOR PROPOSITION 5**

This section discusses the findings for **Proposition 5: Using Successful CSR Case Studies in IT Project Management as Enabler of Incorporation of CSR in IT Project Management.**

11 out of 13 Respondents felt that the use of successful CSR cases studies would help drive adoption. It does make perfect sense to expect that companies prefer to have proof-of-concept before they can adopt new initiatives and the use of successful case studies would be the perfect platform to present the CSR Business Case and drive adoption of CSR in IT Projects and IT Project Management. The Proposition is accepted as a result of the overwhelming support from the respondents.

## **6.11 DISCUSSION OF FINDINGS FOR PROPOSITION 6**

This section discusses the findings for **Proposition 6: CSR Drivers That Address Value Creation, Good Governance, and Societal Contribution Are More Relevant to IT Project Management.**

There was an equal split between the respondents who agreed with the proposition presented, and those who did not agree. As a result, Proposition 6 is inconclusive as no overwhelming evidence could be found during the interviews to either support or disagree with the proposition.

## **7 CONCLUSION**

This chapter highlights the main findings of the research, pulling the results together into a cohesive set of findings. It also includes recommendations to stakeholders based directly on the findings. Recommendations for future research and managerial implications are also presented.

### **7.1 MAIN FINDINGS**

In this section, the main findings of the study are summarised. The emerging narrative is that most of the respondents appear to consider Cost and Risk Reduction as a critical driver of CSR incorporation in IT Projects and IT Project Management. All other CSR considerations then flow naturally once the Cost and Risk Reduction perspective has been addressed.

#### **7.1.1 Nature of Incorporation of CSR in IT Projects and IT Project Management**

The study found that the incorporation of CSR in IT Projects and IT Project Management appears to be non-deliberate in nature. It would appear that CSR is incorporated as a “by-product” of other processes, and there is no deliberate effort to ensure CSR incorporation. For instance, as organisations seek to reduce operational costs, they seek to use equipment that is energy-efficient, and in their quest to achieve this objective, they inadvertently contribute to the Environmental Integrity objectives of CSR in their IT Projects and IT Project Management. This “accidental” incorporation of CSR in IT Projects and IT Project Management seemed to resonate across all the interviews that were conducted.

#### **7.1.2 Extent of CSR Incorporation in IT Projects and IT Project Management**

Organisational incorporation of CSR seems to define the extent to which CSR is incorporated in the IT Projects and IT Project Management activities of the organisation. For instance, the study found that CSR tends to filter down from the policies of the organisation to all the business units and functional areas, and the incorporation of CSR in IT Projects and subsequent IT Project Management activities is thus driven at organisational level and not at IT Project level. It would seem that the IT Projects and IT Project Management

typically view CSR as non-core to their activities, and hence feel no obligation to consider CSR in their planning and implementations. In many cases, it would appear that the incorporation of CSR is to the extent that it meets some prescriptive piece of legislation, making it merely a “tick-box” exercise.

### **7.1.3 Barriers of Incorporation of CSR in IT Projects and IT Project Management**

The study further found that there are contradictory objectives between CSR and IT Project Management. For instance, the IT Projects tend to be driven by short-term delivery goals, and this short-term perspective is in direct contradiction to CSR’s long-term orientation. A Project Manager may have to decide to work very long hours with the project teams in order to meet constraint dates, thereby consuming the human capital and violating CSR goals. On the other hand, the study notes that as Project Managers are not well-equipped to address CSR requirements in their IT Projects, they have no natural inclination to incorporate CSR, nor are they expected to do so. A further barrier that came out strongly from the discussions is that there is a tendency for poor governance, with no real consequences felt for non-compliance by the perpetrators of governance violations.

### **7.1.4 Enabling Incorporation of CSR in IT Projects and IT Project Management**

The study found that critical mass towards the adoption of CSR in IT Projects and IT Project Management would ultimately be achieved when consumers and other stakeholders demand that products from these domains are sustainable. This would create a burning platform for the incorporation of CSR. Case studies of organisations that have successfully incorporated CSR would be used to further drive the adoption by other organisations as proof-of-concept would have been made available as evidence of the CSR Business Case.

## **7.2 GENERAL RECOMMENDATIONS**

This section presents general recommendations to stakeholders based directly on the findings from the study.

### **7.2.1 Developing Beneficial Products**

Organisations need to appreciate that products that benefit the communities that consume them would naturally lead to profitability for the firm. During a recent visit to the Google Mountain View Campus in San Francisco, the Researcher had an opportunity to learn that the starting point for Google innovations is how they can positively influence the lives of many people. This leads them to develop beneficial products which then translate into long-term profitability. CSR addresses both the short-term and long-term perspective and consideration of beneficial products positions the firm for long-term sustainability while making its environment and communities equally sustainable.

### **7.2.2 Cost and Risk Reduction Remain Important Considerations**

The highest weighting is on cost. It is all about cost reduction and containment, and the return on the investment. The CSR Business Case for IT Projects and IT Project Management should be positioned from the perspective of Cost and Risk Reduction to allow organisations to quantify in Rand terms how incorporating this would affect their financial bottom line. This would provide a stable launchpad upon which other aspects of the CSR Business Case can then be incorporated or considered for incorporation into IT Projects and IT Project Management. This is a call to action to find ways in which existing business models could be modified in such a way that they continue to be profitable, albeit in such a manner that they are not detrimental to the society and the environment.



## **7.3 MANAGERIAL IMPLICATIONS**

In this section, managerial implications of the findings of the study are presented.

### **7.3.1 Engender Good Governance Through the Project Management Office (PMO)**

As noted earlier, Good Governance is well incorporated in organisations that have Project Management Offices (PMOs). Because the PMOs appear to engender Good Governance practices, Management should seriously consider the establishment of PMOs to effectively address the need to incorporate this aspect of CSR into their IT Projects and IT Project Management.

### **7.3.2 Insist on Experienced and Certified IT Project Managers**

Most providers of certifications for Project Managers, such as the Office of Government Commerce (OGC) for PRINCE2 certification, and the Project Management Institute (PMI) for the Project Management Professional (PMP) certification, ensure that they stay abreast of topical areas of interest such as CSR in IT Project Management. As such, by insisting that their Project Managers have recognisable certifications, organisations may well be on the path to incorporating CSR in their IT Projects and IT Project Management processes.

### **7.3.3 Drive for an Expanded Project Management Role That Includes CSR Responsibilities**

Management of IT organisations should be part of the drive towards the expansion of the IT Project Managers' responsibilities and accountabilities to include CSR metrics on their projects. Measurement is an effective way of modifying behaviour, and this should result in further incorporation of the CSR Business Case in IT Projects and IT Project Management. As noted earlier, it appears that Project Managers are not expected to, nor do they consider incorporating CSR into their project planning activities. They have not understood how they fit into the role of value creation. As such, it would not be fair to expect Project Managers to take responsibility for CSR incorporation into their projects. Until such a time that this expectation is included as part of

the Project Managers' responsibilities, the case for CSR might well be a good talking point that does not make it into IT Project Management practices.

#### **7.3.4 IT Project Managers Encouraged to Ask Themselves How Projects Impact CSR**

IT Project Managers are encouraged to ask themselves deliberate and conscious questions on how the project they are running affects the various aspects of CSR. Questions such as how the project contributes to Environmental Integrity, Societal Contribution, Value Creation and Good Governance, should be part of the initiation, planning, scoping, and implementation processes of each project. The deliberate effort of incorporating these questions should lead to more awareness on how the project impacts the environment, community, and the financial bottom line. Incorporation of CSR in IT Projects and IT Project Management should not be "accidental" in nature; rather, it should be a deliberate and conscious effort to benefit this and future generations.

Respondent 12's expresses it better in the following statement:

*"Every task we do, whether it be in a project or outside of a project, we should be thinking, what is our contribution to the economy, what is our contribution to society, what is our contribution to the environment. Those are the three key drivers and we should be asking this question all the time" (Respondent 12).*

This is further echoed in the views of the CEO of Tepui Ltd, a sustainability project management consultancy in Ireland, Mr. Eric Van Lennep, who is quoted as saying "The only way sustainability can be embedded in an organization is to make it the criteria against which all decisions are measure" (Project Management Institute, 2011, p. 1). This statement encapsulates the thinking behind the CSR Business Case.

### **7.3.5 Diversity and Equal Opportunity**

If diversity and transformation are only implemented at the lower levels of the organisation and ignored at the executive levels, the chances for diversity to be considered at IT Project level are very slim. The findings suggest that this should be an organisation-wide vision which would then be inculcated into IT Projects and IT Project Management processes. If Management fails to recognise this, it becomes rather unrealistic to expect the Project Managers to take responsibility for that aspect.

### **7.3.6 Include a Deliberate, Planned Skills Development Effort on Each Project**

Creating value through up-skilling project team members was noted as actually contributing to the resource pool of good quality resources that would become available for future projects. Management should seek opportunities to develop their project team members and rely less on using international consultants at the expense of developing local skills.

## **7.4 RECOMMENDATIONS FOR FUTURE RESEARCH**

This section gives recommendations for future research.

A similar study could be conducted, but extended to a multi-sectoral comparison on how CSR is being incorporated into Project Management across the various industries. More robust insights could emerge from such a study.

A study could be conducted on a number of case studies of companies that have successfully embraced CSR principles in their IT Projects and IT Project Management to provide proof of concept.

Examine the role of the IT Project Managers in ensuring the incorporation of CSR principles in the IT Projects they manage. Is there a Business Case to expand the IT Project Managers' roles to allow them to take on more responsibility and accountability for CSR in the IT Projects they manage? Would it be considered fair practice to load on this extra responsibility to the Project Managers?

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## **APPENDIX A**

### **9 APPENDIX A – TABLES FOR MAIN DOCUMENT**

## 9.1 ABBREVIATIONS AND ACRONYMS

Table 24: Abbreviations used in this document

Abbreviation	Meaning
<b>CSR</b>	CSR is usually taken to denote Corporate Social Responsibility. This research views sustainability practices through the lens of the DNA Model of CSR that has been proposed by Visser (2013). As a result, the term CSR will be taken to mean Corporate Sustainability and Responsibility, unless otherwise specifically stated.
<b>IT</b>	Information Technology, the definition offered by Attaran (2003) fits the purposes of this research: "Information Technology is defined as capabilities offered to organisations by computers, software applications, and telecommunications to deliver data, information, and knowledge to individuals and processes" (p. 3).
<b>KPIs</b>	Key Performance Indicators
<b>PMI</b>	Project Management Institute
<b>PMSA</b>	Project Management South Africa
<b>PPP</b>	People, Planet, Profit
<b>TBL</b>	Triple Bottom Line
<b>VEGS</b>	Visser (2013) observed that the DNA Model of CSR presents a more holistic picture of CSR, through the lens of its Responsibility Bases, namely <i>Value Creation, Good Governance, Societal Contribution</i> and <i>Environmental Integrity</i> [emphasis added]. These Responsibility Bases can be referred to using the acronym VEGS.

## 9.2 CONSISTENCY MATRIX

Table 25: Consistency Matrix

PROPOSITIONS/ QUESTIONS	LITERATURE REVIEW	DATA COLLECTION TOOL	ANALYSIS
<p><b>Primary Research Question</b> Determine the nature and extent to which CSR is incorporated into the management of IT Projects within the IT sector. What does CSR mean in the context of IT Projects and IT Project Management?</p>	<p>Visser (2013) Kurucz et al. (2008) Silvius, Schipper, Planko, et al. (2012)</p>	<p>Detailed Interview Script/ Questionnaire</p>	<p>Coding of themes to uncover emerging patterns and insights</p>
<p><b>Secondary Research Question 1</b> Having established the nature and extent of CSR incorporation, what is the Business Case for CSR in IT Projects and IT Project Management?</p>	<p>Visser (2013) Kurucz et al. (2008) Silvius, Schipper, Planko, et al. (2012)</p>	<p>Detailed Interview Script/ Questionnaire</p>	<p>Coding of themes to uncover emerging patterns and insights</p>
<p><b>Secondary Research Question 2 - Barriers</b> What are the barriers that prevent further incorporation of CSR in IT Projects and IT Project Management?</p>	<p>Visser (2013) Kurucz et al. (2008) Silvius, Schipper, Planko, et al. (2012)</p>	<p>Detailed Interview Script/ Questionnaire</p>	<p>Coding of themes to uncover emerging patterns and insights</p>
<p><b>Secondary Research Question 3- Enablers</b></p>	<p>Visser (2013) Kurucz et al. (2008)</p>	<p>Detailed Interview Script/ Questionnaire</p>	<p>Coding of themes to uncover emerging patterns and insights</p>



PROPOSITIONS/ QUESTIONS	LITERATURE REVIEW	DATA COLLECTION TOOL	ANALYSIS
What can be done to further improve the incorporation of CSR in IT Projects and IT Project Management?	Silvius, Schipper, Planko, et al. (2012)		
<b>Proposition 1:</b> Non-conformance to CSR Has Little Impact to the Non-conforming firms in IT Project Management	Visser (2013)	Detailed Interview Script/ Questionnaire	Coding of themes to uncover emerging patterns and insights
<b>Proposition 2:</b> Pressure Groups Have Little Impact on Enforcement of CSR in IT Project Management	Visser (2013) Elkington (1994)	Detailed Interview Script/ Questionnaire	Coding of themes to uncover emerging patterns and insights
<b>Proposition 3:</b> Intangibility of Products of IT Project Management Might Hide Projects That Do Not Conform to CSR Principles	Visser (2013) Elkington (1994)	Detailed Interview Script/ Questionnaire	Coding of themes to uncover emerging patterns and insights
<b>Proposition 4:</b> CSR Legislation as Enabler of Incorporation of CSR into IT Project Management	Visser (2013) Silvius, Schipper, & Nedeski (2012)	Detailed Interview Script/ Questionnaire	Coding of themes to uncover emerging patterns and insights
<b>Proposition 5:</b> Using Successful CSR Case Studies in IT Project Management as Enabler of Incorporation of CSR in IT	Visser (2013) Kurucz et al. (2008)	Detailed Interview Script/ Questionnaire	Coding of themes to uncover emerging patterns and insights

PROPOSITIONS/ QUESTIONS	LITERATURE REVIEW	DATA COLLECTION TOOL	ANALYSIS
Project Management			
<b>Proposition 6:</b> CSR Drivers That Address Value Creation, Good Governance, and Societal Contribution Are More Relevant to IT Project Management	Visser (2013)	Detailed Interview Script/ Questionnaire	Coding of themes to uncover emerging patterns and insights

## **APPENDIX B**

### **10 APPENDIX B – INTERVIEW GUIDE**



Dear Participant,

*Incorporating Corporate Sustainability and Responsibility (CSR) in Project Management for the Information Technology (IT) Sector: Barriers and Enablers.*

As part of the MBA programme at the University of Pretoria’s Gordon Institute of Business Science (GIBS), I am conducting a study to determine the extent to which Corporate Sustainability and Responsibility (CSR) is incorporated into the management of projects within the Information Technology (IT) Sector. The study seeks to test how much of CSR is incorporated within the Project Management domain, with a particular focus on the IT Projects and IT Project Management.

To that end, you are asked to take part in an interview, which should last approximately 30 minutes. ***Your participation is voluntary and you can withdraw at any time without penalty. All data will be kept confidential.*** By participating in this interview, you indicate that you voluntarily participate in this research. If you have any concerns, please contact me or my Research Supervisor.

Thank you for considering taking part in this research.

Yours Faithfully,

**Researcher Name: Shadreck Phiri**  
**Email: [shaddy.phiri@hotmail.com](mailto:shaddy.phiri@hotmail.com)**  
**Phone: +27 83 237 1120**

**Supervisor: Dr. Wayne Visser**  
**Email: [waynevisser1@gmail.com](mailto:waynevisser1@gmail.com)**  
**Phone: +27 11 771 4000**

**ACCEPTANCE**

	Signature of Participant	Signature of Researcher
<b>Date:</b>		

## 10.1 SECTION 1: QUESTIONS REGARDING THE RESPONDENT

1. What is your gender?	
1.1. Male	
1.2. Female	
2. What is your age?	
2.1. <25 years	
2.2. 25-34 years	
2.3. 35-44 years	
2.4. 45-54 years	
2.5. 55-64 years	
2.6. 65 years or over	
3. How many years of experience do you have in Information Technology (IT)?	
3.1. <2 years	
3.2. 2-5 years	
3.3. 6-10 years	
3.4. 11 years or over	
4. How many years of experience do you have in Project Management?	
4.1. <2 years	
4.2. 2-5 years	
4.3. 6-10 years	
4.4. 11 years or over	
5. How many years of experience do you have in IT Project Management?	
5.1. <2 years	
5.2. 2-5 years	
5.3. 6-10 years	
5.4. 11 years or over	
6. How would you rate your knowledge of Sustainability Principles and Issues?	
6.1. I have no knowledge of Sustainability Principles and Issues	
6.2. I have a basic appreciation of Sustainability Principles and Issues	
6.3. I have a very good grasp of Sustainability Principles and Issues	

6.4. I am a Practitioner on Sustainability Principles and Issues	
7. What is your level of seniority in the organisation?	
7.1. Executive Level	
7.2. Senior Level	
7.3. Junior Level	
8. What level would you say your position is?	
8.1. Strategic Management	
8.2. Tactical Management	
8.3. Operational Management	
8.4. Non-Management	
8.5. Other	

## 10.2 SECTION 2: QUESTIONS REGARDING THE ORGANISATION

1. Is your company JSE-listed or listed under any other stock exchange?	
2. What is the primary business of the company?	
3. Does your company have a Project Management Office?	
4. Does your company follow a formal Project Management methodology such as PRINCE2, PMBOK-Based methodologies, In-House methodologies, or any others?	

**10.3 SECTION 3: QUESTIONS REGARDING THE PROJECT(S) UNDER REFERENCE**

1. Has your company delivered an IT Project of at least R10 million in the last 5 years (2008 to 2014)?	
2. If yes, please supply the following details:	
2.1. Project Name	
2.2. Brief Description	
2.3. Your Project Role	
2.4. Project Budget	
2.5. Duration	
2.6. Size of Team	
2.7. Was it an international project?	
2.8. Was the project team collocated or dispersed?	
2.9. Did you have virtual teams?	

## 10.4 SECTION 4: MAIN INTERVIEW THEMES

### MAIN QUESTION 1

#### Primary Research Question

Determine the **nature of** and the **extent** to which CSR is incorporated into the management of IT Projects within the IT sector. What does CSR mean in the context of IT Projects and IT Project Management?

### MAIN QUESTION 2

#### Secondary Research Question 1 – Business Case for CSR

What is the Business Case for CSR in IT Projects and IT Project Management?

#### Probing the Business Case – CSR Drivers

Use a form with a Likert Scale to conclude the interview. This will also come in handy to validate the discussions, e.g. by checking that what was discussed in the conversation also came up in the summary.

### MAIN QUESTION 3

#### Secondary Research Question 2 - Barriers

Having established the extent of CSR incorporation in IT Projects and IT Project Management, what are the barriers that prevent further incorporation of CSR?

### MAIN QUESTION 4

#### Secondary Research Question 3- Enablers

What can be done to further improve the incorporation of CSR in IT Projects and IT Project Management?



## 10.5 SECTION 5: MAIN QUESTION - RESPONSIBILITY BASES

Visser (2013)

Kurucz et al. (2008)

Silvius, Schipper, Planko, et al. (2012)

### MAIN QUESTION 1

#### Primary Research Question

Determine the **nature of** and the **extent** to which CSR is incorporated into the management of projects within the IT sector.

#### Value Creation

1. Value Creation Responsibility Base has the goal of "economic development, which means not only contributing to the enrichment of shareholders and executives, but improving the economic context in which the company operates, including investing in infrastructure, creating jobs and providing skills development" (Visser, 2013, p.7). To what extent did your IT Project;
  - 1.1. Contribute to the enrichment of Your Company's shareholders and executives?
  - 1.2. Improve the economic context in which Your Company operates?
  - 1.3. Contribute towards job creation for local South Africans?
  - 1.4. Provide opportunities for skills development?
2. Identify any beneficial products that resulted from conducting the project.
3. What inclusive business opportunities can you identify that were created by the implementation of this project?

## **Good Governance**

4. Visser (2013) asserted that a failed institution undermines the very principles that CSR champions.
  - 4.1. Give examples in which institutional effectiveness (or lack thereof) positively or negatively affected governance of IT projects at Your Company.
  - 4.2. Bribery and Anti-Competitive Behaviour: (*Silvius, Schipper, Planko, et al., 2012, p.133*)
5. To what extent did your project reject bribery and anti-competitive behaviour?
6. Did the project's progress reports reflect indicators of social sustainability?
7. To what extent is ethical conduct embedded in the Your Company's culture? What evidence can you cite to back up your answer?
8. Procurement: Based on which criteria were suppliers for the project selected? (*Silvius, Schipper, Planko, et al., 2012, p.125*)

## **Societal Contribution**

9. Societal Contribution considers issues such as stakeholder engagement, community participation and supply chain integrity, in addition to putting the spotlight on the fairness of an organisation's labour practices (Visser, 2013).
10. Labour Practices and Decent Work: To what extent did the project apply policies or standards for labour practices and decent work? (*Silvius, Schipper, Planko, et al., 2012, p.129*)
11. Health and Safety: To what extent did the project apply policies or standards for health and safety? (*Silvius, Schipper, Planko, et al., 2012, p.130*)
12. Training, Education and Organisational Learning: To what extent did the project include training, education and development of stakeholders? (*Silvius, Schipper, Planko, et al., 2012, p.130*)
13. Diversity and Equal Opportunity: To what extent did the project apply policies or standards for diversity and equal opportunity that reflects the society it operates in? (*Silvius, Schipper, Planko, et al., 2012, p.131*)
14. Human Rights: To what extent did the project apply policies or standards for respecting and improving human rights like non-discrimination, freedom of association and no child labour? (*Silvius, Schipper, Planko, et al., 2012, p.132*)
15. Society and Customers: To what extent did the project take a social responsibility approach towards the society it operates in? (*Silvius, Schipper, Planko, et al., 2012, p.132*)

## **Environmental Integrity**

16. The goal of Environmental Integrity is a lot more than just minimising the damage to the environment; it goes as far as agitating for the maintenance and continuous improvement of the ecosystem's sustainability (Visser, 2013).
  - 16.1. Materials: Based on which criteria were materials for the project selected? (*Silvius, Schipper, Planko, et al., 2012, p.126*)
  - 16.2. Energy: Did the project have any specific policies regarding its energy consumption? (*Silvius, Schipper, Planko, et al., 2012, p.126*).
  - 16.3. Waste: In which ways did the project try to minimise its waste? (*Silvius, Schipper, Planko, et al., 2012, p.128*)
  - 16.4. Travel: To what extent did the project apply travel policies that consider environmental aspects? (*Silvius, Schipper, Planko, et al., 2012, p.128*)
17. To what extent did your project aim to achieve KPIs such as zero waste and 100% renewable energy?

## 10.6 SECTION 6: INTERVIEW SUMMARY SHEET

To what extent do you agree or disagree with the following statements?

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. CSR principles are well incorporated into IT Projects.					
2. CSR principles are well incorporated into IT Project Management.					
3. There is a strong business case for CSR in IT Projects and IT Project Management.					
4. The barriers for the incorporation of CSR principles into IT Projects and IT Project Management are a lot stronger than the enablers.					
5. Failed institutions undermine the very principles that CSR champions.					
6. Societal Contribution should consider issues such as stakeholder engagement, community participation and supply chain integrity, in addition to putting the spotlight on the fairness of an organisation's labour practices.					
7. IT projects should include training, education and development of stakeholders.					
8. Non-conformance to CSR Has Little Impact to the Non-conforming firms in IT Project Management.					
9. Pressure Groups Have Little Impact on Enforcement of CSR in IT					

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Project Management.					
10. IT Projects and IT Project Management are not likely to receive the same scrutiny as other domains would, thus presenting a potential barrier to the incorporation of CSR principles. Do you agree with this statement?					
11. Effecting new stringent CSR legislation or effectively policing the implementation of existing CSR legislation for the IT Project Management sector would encourage companies to comply and incorporate CSR into their Project Management processes. Do you agree with this statement?					
12. Using Successful CSR Case Studies in IT Project Management as Enabler of Incorporation of CSR in IT Project Management would help drive adoption of CSR in IT Project Management.					
13. CSR Drivers that address Value Creation, Good Governance, and Societal Contribution are more relevant to IT Project Management than those that address Environmental Integrity.					

**10.7 SECTION 7: DETAILED INTERVIEW NOTES TO GUIDE THE INTERVIEWER DURING THE INTERVIEW**

<p><b>MAIN QUESTION 2</b></p> <p><b>Secondary Research Question 1 – Business Case for CSR</b></p> <p>18. What is the Business Case for CSR in IT Projects and IT Project Management?</p>
<p>Visser (2013) Kurucz et al. (2008) Silvius, Schipper, Planko, et al. (2012)</p>
<p><b>MAIN QUESTION 3</b></p> <p><b>Secondary Research Question 2 - Barriers</b></p> <p>19. Having established the extent of CSR incorporation in IT Project Management, what are the barriers that prevent further incorporation of CSR?</p>
<p>Visser (2013) Kurucz et al. (2008) Silvius, Schipper, Planko, et al. (2012)</p>
<p>20. Having established the extent of CSR incorporation in IT Project Management, what do you feel are the barriers that prevent further incorporation of CSR?</p>

<p><b>MAIN QUESTION 4</b></p> <p><b>Secondary Research Question 3- Enablers</b></p> <p>21. What can be done to further improve the incorporation of CSR in IT Project Management?</p>
<p>22. What do you feel can be done to further improve the incorporation of CSR in IT Project Management?</p>
<p>23. Rank the identified drivers of CSR in order of relevance, with 1 being most relevant and 10 least relevant to IT Projects and IT Project Management.</p>
<p style="text-align: center;">Visser (2013) Kurucz et al. (2008) Silvius, Schipper, Planko, et al. (2012)</p>
<p><b>Probing the Business Case – CSR Drivers</b></p> <p>24. Use a form with a Likert Scale to conclude the interview. This will also come in handy to validate the discussions, e.g. by checking that what was discussed in the conversation also came up in the summary.</p>
<p style="text-align: center;">(Silvius, Schipper, Planko, et al., 2012)</p>
<p>25. To what extent do you agree with the following statement? Give reasons why you agree or do not agree.</p> <p>25.1. Embracing eco-efficiency has the impact of reducing costs.</p> <p>25.2. Sustainability increases revenues for the organisation, with more investment in research and development towards more sustainable products allowing the organisation to have a competitive edge, albeit for a minimum duration as competitors catch up (Silvius, Schipper, Planko, et al., 2012).</p>
<p><b>DISCUSSION AREA 1</b></p> <p><b>Proposition 1:</b> Non-conformance to CSR Has Little Impact to the Non-conforming firms in IT Project Management</p>
<p style="text-align: center;">Visser (2013)</p>
<p>26. To what extent do you agree with the statement that <i>CSR Has Little Impact to the Non-conforming firms in IT Project Management?</i></p>

<p><b><i>DISCUSSION AREA 2</i></b></p> <p><b>Proposition 2:</b> Pressure Groups Have Little Impact on Enforcement of CSR in IT Project Management</p>
<p>Visser (2013) Elkington (1994)</p>
<p>27. Pressure Groups Have Little Impact on Enforcement of CSR in IT Project Management. Do you agree?</p>
<p><b><i>DISCUSSION AREA 3</i></b></p> <p><b>Proposition 3:</b> Intangibility of Products of IT Project Management Might Hide Projects That Do Not Conform to CSR Principles</p>
<p>Visser (2013) Elkington (1994)</p>
<p>28. IT Projects and IT Project Management are not likely to receive the same scrutiny as other domains would, thus presenting a potential barrier to the incorporation of CSR principles. Do you agree with this statement?</p>
<p><b><i>DISCUSSION AREA 4</i></b></p> <p><b>Proposition 4:</b> CSR Legislation as Enabler of Incorporation of CSR into IT Project Management</p>
<p>Visser (2013) Silvius, Schipper, &amp; Nedeski (2012)</p>
<p>29. Effecting new stringent CSR legislation or effectively policing the implementation of existing CSR legislation for the IT Project Management sector would encourage companies to comply and incorporate CSR into their Project Management processes. Do you agree with this statement?</p>
<p><b><i>DISCUSSION AREA 5</i></b></p> <p><b>Proposition 5:</b> Using Successful CSR Case Studies in IT Project Management as Enabler of Incorporation of CSR in IT Project Management</p>
<p>Visser (2013) Kurucz et al. (2008)</p>



30. Would using successful CSR case studies in IT Project Management encourage further incorporation of CSR in IT Project Management?

***DISCUSSION AREA 6***

**Proposition 6:** CSR Drivers That Address Value Creation, Good Governance, and Societal Contribution Are More Relevant to IT Project Management

Visser (2013)

31. Rank the identified drivers of CSR in order of relevance, with 1 being most relevant and 10 least relevant to IT Projects and IT Project Management.

## **APPENDIX C**

### **11 APPENDIX C – SUMMARY OF RESULTS FROM INTERVIEW SHEET**

**Figure 7: Summary of Results From Interview Sheet (Qualitative Data)**

<b>Section 6: Summary of Interview Sheet Responses</b>						
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q1. CSR principles are well incorporated into IT Projects.	3	6	0	4	0	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q2. CSR principles are well incorporated into IT Project Management.	3	6	0	4	0	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q3. There is a strong business case for CSR in IT Projects and IT Project Management.	1	1	1	8	2	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q4. The barriers for the incorporation of CSR principles into IT Projects and IT Project Management are a lot stronger than the enablers.	2	1	2	7	1	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q5. Failed institutions undermine the very principles that CSR champions.	0	1	3	6	3	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q6. Societal Contribution should consider issues such as stakeholder engagement, community participation and supply chain integrity, in addition to putting the spotlight on the fairness of an organisation's labour practices.	1	0	0	7	5	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q7. IT projects should include training, education and development of stakeholders.	0	0	1	4	8	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q8. Non-conformance to CSR Has Little Impact to the Non-conforming firms in IT Project Management.	0	4	1	6	2	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q9. Pressure Groups Have Little Impact on Enforcement of CSR in IT Project Management.	2	1	0	9	1	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q10. IT Projects and IT Project Management are not likely to receive the same scrutiny as other domains would, thus presenting a potential barrier to the incorporation of CSR principles.	0	2	0	9	2	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q11. Effecting new stringent CSR legislation or effectively policing the implementation of existing CSR legislation for the IT Project Management sector would encourage companies to comply and incorporate CSR into their Project Management processes.	0	5	0	6	2	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q12. Using Successful CSR Case Studies in IT Project Management as Enabler of Incorporation of CSR in IT Project Management would help drive adoption of CSR in IT Project Management.	0	0	2	7	4	13
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Count</b>
Q13. CSR Drivers that address Value Creation, Good Governance, and Societal Contribution are more relevant to IT Project Management than those that address Environmental Integrity.	0	6	1	5	1	13