

Addendum A

Relevance Assessment Questionnaire
Project Management Culture Dimensions and Elements

Dear Participant

You have been selected to participate in this assessment due to your experience and expertise in project management. Please complete the attached questionnaire. Your valuable contribution to this study, which is part of a Ph.D in Organisational Behaviour in the Department of Human resources Management at the University of Pretoria, is highly appreciated.

In a previous study, on project management culture, conducted by Y du Plessis (2001), project management culture was defined as: '**The way** (*project process*) **we** (*people in project*) **do things** (*project systems and structure*) **around here** (*internal and external project environment*)'. Various elements were also identified as being important in describing a project management culture under the **dimensions** reflected in the above definition:

- A. *Project process*
- B. *People in project*
- C. *Project structure and systems (methodology)*
- D. *Project environment*

This assessment attempts to determine the relevance of the dimensions and associated descriptive elements as perceived by project management experts, as well as to identify additional elements that are perceived to be relevant.

Please complete the questionnaire and send it **back by 11 February 2002**.

Thank you for your time and effort.

Yvonne du Plessis
E-mail: ydupless@hakuna.up.ac.za
Tel: 27 833056227

Addendum A:

Relevance questionnaire on project management culture dimensions and associated descriptive elements

Please complete the following questionnaire. There are no right or wrong answers. Judge **each item** honestly, as you perceive it, based on your own experience. Indicate with an X in the relevant block '*not essential*' or '*essential*' to project management success.

DIMENSIONS and descriptive elements of a project management culture		
What is the relevance of the following dimensions and elements with regard to contributing towards a project management culture that leads to project success:	Not essential	Essential
A. Process (the manner in which the project is designed, planned, and executed and controlled/monitored).		
B. People (project stakeholders)		
C. Structure and systems (project methodology)		
D. Environment (internal and external)		
A. The Project process		
1. The project process should be focussed on results and delivering unique outcomes		
2. The project process must be clearly visualised and described.		
3. Discipline regarding time, cost and quality is necessary.		
4. Control should be 'tight' to ensure cost deliverables		
5. Control should be 'loose' to ensure flexibility and innovation		
6. Control is necessary to monitor progress and take necessary action		
7. Learning and continuous improvement should be part of projects		
8. Understanding and satisfying customer needs are necessary		
9. Successes should be determined and built into the learning process		
10. Failures should be determined and built into the learning process		
11. Communication should be continuous		
12. Planned communication sessions should be conducted to give and obtain feedback		
13. Understanding and applying the project life cycle will contribute towards success		
14. The ' work breakdown structure ' should be used to select people for the project team.		

B. People in projects		
	Not essential	Essential
1. Project success relies on sound interpersonal relationships		
2. Stakeholder commitment is necessary throughout the project life cycle		
3. People in projects should understand the interdependence between them		
4. Everyone involved in the project should be disciplined to deliver according to plan		
5. Projects have a risk propensity and need people who can take risks without being careless		
6. Every member in the project life cycle should have clear goals and responsibilities		
7. Power and authority have to be managed		
8. Tolerance for conflict is necessary		
9. Interpersonal conflict should be managed before it becomes destructive		
10. An affinity to learning is necessary during projects		
11. Everyone involved in the project must be results' oriented		
12. There must be open communication at all times		
13. People must be able to respond quickly to project demands		
14. Everyone in the project must understand their role and responsibility		
15. Teamwork is important		
16. Trust amongst project stakeholders is important		
17. Managing stress is necessary		
18. Team member credibility is important		
19. People in projects must understand the importance of the project and how they affect it		
20. The project manager should have credibility amongst stakeholders		
21. Project leadership should be focused on creating a competent team to realise project goals		
22. Keeping focus on the project goal is vital		
23. People working on projects must be technically competent		
24. People working on projects must have sound interpersonal skills		
25. Competent people should be recruited for the project		
26. Team members are carefully selected for each project		

C. Project structure and systems		
	Not essential	Essential
1. Teamwork is an essential structure for project success		
2. The utilisation of the organisational structure should support project work		
3. Team members should be allowed to participate in the development of the project plan		
4. Middle- management involvement in the initial stages of the project should be ensured		
5. Interdependence amongst project stakeholders is important		
6. Project activities should be integrated with the strategic priorities of the organisation		
7. The project goal should be fully integrated with the strategic objectives of the organisation		
8. Networking structures play a vital role in project success		
9. Flexibility is necessary with regard to structure to ensure optimisation of resources		
10. Delivery of unique project outcomes needs a sound customer orientation		
11. The project's future lies in developing clear goals		
12. Understanding and utilising project methodology and tools are important		
13. The project plan has to be developed with clear milestones		
14. The utilisation of project management techniques is essential		
15. Specifications have to be developed for each project		
D. Project environment		
1. Management provides sufficient resources for the project		
2. Organisational practices and systems should enable the project to deliver according to plan		
3. Top management support for the project is essential		
4. Politics and power should be sorted out or managed before the project commences		
5. Projects create change and thus create uncertainty which has to be managed		
6. The customer and external stakeholders' expectations should be understood		
7. Rewards and recognition should be agreed when goals are set and aligned with organisation policy		
8. Rewards and recognition should foster positive performance and motivation		
9. External changes should be frequently monitored		
10. Projects implemented in the same environment influence each other		
11. The project environment encourages innovation and creativity		

Biographical information. Please complete this table by marking the block that represents you with an X.

Type of industry	1. Service (e.g. Banking, Education, Government)			
	2. Technical (e.g. Engineering/Manufacturing)			
Type of projects	a. Technical ('hard-side' e.g. production, manufacturing)			
	b. Non-Technical ('soft-side' e.g. processes, service delivery)			
Years of project work experience	5-10 yrs	11-15 yrs	16-20 yrs	21 +yrs
Highest Qualification	Bachelor's degree	Honour's degree	Master's degree	Doctoral degree

Any comments:

Thank you for completing this questionnaire.

Please e-mail to: ydupless@hakuna.up.ac.za

or

**Send to: Yvonne du Plessis, Department of Human Resources Management, Room 3-80,
Economics and Management Sciences Building, University of Pretoria, Pretoria, 0001**

PROJECT MANAGEMENT CULTURE QUESTIONNAIRE

Please complete the following questionnaire. This questionnaire contains statements relating to the characteristics of a ‘Project Management Culture’, i.e. ‘the way things are done in project environments’ to facilitate project success. **Each item must be rated** on a five-point scale whether you agree with the statement or not. Use the following rating guidelines.

- 1 = strongly disagree
- 2 = disagree
- 3 = neither disagree or agree
- 4 = agree
- 5 = strongly agree

There are no right or wrong answers. Respond to each statement in an honest manner, based on **your personal experience in and perception of successful projects in general.**

For office use only			
1	Respondent number		1-3
2	Card number	0 1	4-5
3	Repeat number		6
<i>Please rate each of the following statements as per rating scale:</i>			Rate
4	There is a good relationship amongst the team members		7
5	Risk is something to be avoided at all costs		8
6	Conflict within teams are recognised and dealt with		9
7	Project procedures must be followed conscientiously		10
8	Conflict always influences the success of the project negatively		11
9	External project environmental changes are frequently monitored		12
10	Decisions are made quickly		13
11	Team members are allowed to take initiative in problem solving		14
12	Project success is more important than resolving personal differences		15
13	The main focus of the project is on results		16
14	Changes in one project / department effect other projects or departments		17
15	There is a strong sense of belonging between the project team members		18
16	There is a high degree of trust between senior management and team members		19
17	There is a positive relationship between the project manager and senior management		20
18	The project manager’s leadership ability helps to achieve the project results		21
19	The project process is clearly visualised during the design phase		22
20	Rewards and recognition are used to increase motivation in projects		23
21	Uncertainty is part of everyday life in projects		24
22	Change is a way of life in projects		25

23	The project process is clearly visualised	26
24	Each team member is disciplined to deliver according to plan	27
25	Rewards and recognition foster performance	28
26	Risk is monitored on a continuous basis	29
27	Politics and power should be managed before project implementation	30
28	Customer expectations are clearly defined	31
29	Progress assessment is done on a regular basis	32
30	Quality standards are maintained	33
31	The project is clearly structured by means of work breakdown structures, definite start and finishing dates, (budget, resource allocation, etc.)	34
32	Deadlines are mostly met	35
33	The project process meets time deadlines	36
34	There is a high tolerance for conflict	37
35	Interdependence amongst stakeholders is recognised	38
36	Organisational practices and systems enable the project to deliver as planned.	39
37	External stakeholders' expectations are clearly defined	40
38	Individual performance is evaluated according to the project goals	41
39	The project process is focused on delivering project outcomes	42
40	Project mistakes are openly discussed	43
41	The team maintains a personal relationship with the customer	44
42	Short and informal lines of communication are followed	45
43	The work break down structure is used as a selection criteria for the selection of team members	46
44	Uncertainty is minimised by disseminating information to relevant stakeholders	47
45	The project team has a good relationship with the various suppliers	48
46	The project team is viewed as credible	49
47	The project process is clearly described	50
48	Calculated risk taking is encouraged	51
49	Team work is important for project success	52
50	The project manager has a good relationship with the customer	53
51	Utilising project methodology and tools are important for project success	54
52	Uncertainty is dealt with through open communication	55
53	The project manager has a good relationship with the various suppliers	56
54	Management provides sufficient resources for the project	57
55	The status of the organisation depends on the results and success of its projects	58
56	The project process supports deliverables	59
57	There is a positive relationship between the project manager and senior	60

	management		
58	Teams are responsible for their own work schedules		61
59	Meetings and red tape procedures are kept to a minimum in the project life cycle		62
60	Changes external to the project environment must first be discussed by senior management before decisions are made		63
61	Team activities take place in an organised fashion		64
62	Teams have structural flexibility to perform their tasks		65
63	Business is conducted in an ethical manner		66
64	Budgets are not exceeded		67
65	Work activities are organised around the team		68
66	Projects form part of the organisations strategy.		69
67	Team members look out for each other's interest		70
68	Rapport is maintained between senior management and project teams		71
69	Past project experiences and mistakes are well documented		72
70	Project teams are capable of responding immediately to changes in the external environment		73
71	There is a clear project plan		74
72	The project manager's style is adaptive to the different project phases		75
73	Project work has a high risk propensity		76
74	Temporary relationships and situations are normal		77
75	The team has faith in the project manager		78
76	Teams are penalized for failures and mistakes		79
77	There is a high degree of trust amongst the team members		80
For office use only			
78	Respondent number	<input type="text"/>	1-3
79	Card number	0 <input type="text"/> 2 <input type="text"/>	4-5
80	Repeat number	<input type="text"/>	6
<i>Please rate the following statements as per rating scale:</i>			
		Rate	
81	The project process is focused on results		7
82	Each team member has a clear understanding of his/her role		8
83	Different individuals are responsible for different work activities		9
84	The progress of the project is carefully and systematically monitored		10
85	The team has the authority to make decisions		11
86	The project manager gets on well with the project members.		12

87	All relevant stakeholders are committed throughout the project life-cycle		13
88	The risk profile for each project is determined along the project life cycle		14
89	The project manager and the team get on well		15
90	The team is responsible for solutions of problems		16
91	Management follows a decentralised approach in decision-making.		17
92	It does not matter what means are used to achieve project results, as long as the results are achieved		18
93	Specifications are developed for each project		19
94	Business facts and objectives should drive the project rather than emotions		20
95	Team members are committed to the success of the project		21
96	The project manager is well trained in project management theory and practice		22
97	The team participates in formulating the project plan and strategy		23
98	Team members have an open line of communication to stakeholders regarding problems, successes and failures of the project		24
99	The results of the project influence individual performance appraisal		25
100	There are regular communication sessions		26
101	The project plan consists of clear milestones		27
102	Rewards are allocated on the basis of team results		28
103	Authorisation is a slow administrative process		29
104	Interpersonal conflict and differences are managed in a constructive way for mutual benefit		30
105	Understanding project methodology and tools are important for project success		31
106	All relevant stakeholders are disciplined to deliver according to plan		32
107	The team's performance is evaluated according to the project goals		33
108	There are clearly defined control measures		34
109	Rewards are based on individual performances		35
110	Team members are encouraged to learn from past mistakes.		36
111	Team members are carefully selected for each project		37
112	Corrective actions are taken pro-actively		38
113	Networking structures play a vital role in project success		39
114	The project performance is influenced by individual performance		40
115	Each team member knows exactly what he/she is responsible for		41
116	Teams use resources from a common pool		42
117	Management is enthusiastic about the projects		43
118	Team members are encouraged to be aggressive in achieving success		44
119	Communication is prompt and accurate		45
120	Feedback on project progress is provided on a regular basis		46

121	The organization's structure supports project teams		47
122	The project manager is viewed as credible		48
123	The project follows the phases according to the project life cycle		49
124	Management interferes with decision making procedures		50
125	Senior management supervises team activities		51
126	The organization protects its team against external influences		52
127	Project team leadership is focused on a competent team		53
128	Management provides sufficient support for the projects		54
129	Information with regard to the project is freely available		55
130	Units within the organization are encouraged to operate in an independent manner		56
131	Team results supersedes individual results		57
132	There is a high degree of trust amongst the various stakeholders		58
133	The project performance is influenced by the team performance		59
134	Teams receive support from other teams when necessary		60
135	The project environment encourages innovation and creativity		61
136	Team members have direct access to project information		62
137	The project manager closely supervises each team member		63
138	Organisational goals supercedes personal agendas		64
139	Team members have the courage to view their criticism openly		65
140	Stakeholders are prepared to take calculated risk		66
141	Feasibility studies are done before every project		67

Biographical information

Please provide the following information about yourself by marking the relevant number

								For office use only	
142. Age								142	68-69
25 years or less	1	26 - 30 years	2	31 - 35 years	3	36-40 years	4		
41 - 45 years	5	46-50 years	6	51-55 years	7	Over 55 years	8		
143. Gender		Male		1	Female		2	143	70
144. The economic sector in which you are working:								144	71-72
<i>(Mark one sector only)</i>									
Primary Sector									
Agriculture, forestry and fishing								01	

Mining and quarrying		02
Secondary sector		
Manufacturing		03
Electricity, gas and water		04
Construction (contractors)		05
Tertiary sector		
Wholesale and retail trade, catering and accommodation		06
Transport, storage and communication		07
Financial intermediation, insurance, real estate and business services		08
Community, social and personal services		09
General government services		
Others (please name)		
Other producers (please name)		

145. Qualifications (highest qualification only)

145		73
------------	--	-----------

Secondary school	1	St 10 or equivalent	2
Post-school certificate/diploma	3	National Diploma/National Higher Diploma	4
Bachelor's degree or equivalent	5	Honours degree or equivalent	6
Master's degree or equivalent	7	Doctoral degree or equivalent	8

146. Work history: How long have you worked in this sector?
--

146		74
------------	--	-----------

Less than six months	1	Ten to fifteen years	5
Six months to two years	2	Fifteen to twenty years	6
Two years to five years	3	Twenty to twenty five years	7
Five years to ten years	4	Over twenty five years	8

147. Marital Status:			
Single	1	Married	2

147		75
------------	--	-----------

Divorced	3	Widow/ widower	4	Co-habiting	5
148. Home language: <i>(Mark one language only)</i>					
Afrikaans	01	Zulu	05	Tsonga	09
English	02	Ndebele	06	Tswana	10
Xhosa	03	South Sotho	07	Swazi	11
Venda	04	North Sotho	08	Sign Language	12
Others:	13	Please specify..			
149	How many years project management experience do you have as a team member ? ____				
150	How many years of project management experience do you have as a project manager ? ____				

148		76 -77
-----	--	--------

149		78 -79
150		80

Thank you for taking the time to complete this questionnaire.

All information will be treated as confidential.
Please e-mail completed questionnaire to: ydupless@hakuna.up.ac.za or send to:
Yvonne du Plessis
Room 3-80, E & B building
Department of Human Resources Management
University of Pretoria

PROJECT MANAGEMENT CULTURE TOOL (PMCAT)

20 minutes of your valuable time, well spend!!!

Dear participant

You have been selected, due to your specialisation in project management, to participate in this study. The aim of this questionnaire is to test an instrument that was developed to assess the “project management culture” in organisations.

This is the final part of a PhD Thesis conducted by Yvonne du Plessis, at the University of Pretoria in the Faculty of Economics and Management Sciences.

You are kindly requested to complete the following questionnaire, which should not take longer than **20 minutes**. Please forward the completed questionnaire electronically to Yvonne du Plessis **by 10 August 2003**.

ydupless@hakuna.up.ac.za

If you have any questions you are welcome to contact me at 0833056227 or on my e-mail.

Thank you very much for your support.

Kind regards

Yvonne du Plessis

TESTING INSTRUMENT

PROJECT MANAGEMENT CULTURE TOOL (PMCAT)

Please complete the following questionnaire. This questionnaire contains statements relating to the characteristics of a ‘Project Management Culture’, i.e. ‘the way things are done in project environments’ to facilitate project success. **Each item must be rated** on a five-point scale whether you agree with the statement or not. Use the following guidelines.

- 1 = *strongly disagree*
- 2 = *disagree*
- 3 = *neither disagree or agree*
- 4 = *agree*
- 5 = *strongly agree*

There are no right or wrong answers. Respond to each statement in an honest manner, based on **your personal experience in and perception of projects and project management in your workplace/organisation.**

For office use only				
1	Respondent number			1-3
2	Card number	0	1	4-5
3	Repeat number			6
<i>Please rate each of the following statements as per rating scale:</i>				Rate
4	There is a good relationship amongst the team members			7
5	Conflict within teams are recognised and dealt with			8
6	External project environmental changes are frequently monitored			9
7	Decisions are made quickly			10
8	Team members are allowed to take initiative in problem solving			11
9	There is a strong sense of belonging between the project team members			12
10	There is a high degree of trust between senior management and team members			13
11	There is a positive relationship between the project manager and senior management			14
12	The project manager’s leadership helps to achieve the results			15
13	The project process is clearly visualised during the design phase			16
14	Rewards and recognition are used to increase motivation in projects			17
15	Each team member is disciplined to deliver according to plan			18
16	Risk is monitored on a continuous basis			19
17	Politics and power are managed before the project implementation			20
18	Customer expectations are clearly defined			21
19	The project is clearly structured by means of work breakdown structures, definite start and finishing dates, (budget, resource allocation, etc?)			22
20	Deadlines are mostly met			23

21	There is a high tolerance for conflict	24
22	Interdependence amongst stakeholders is recognised	25
23	External stakeholders' expectations are clearly defined	26
24	Individual performance is evaluated according to the project goals	27
25	The project process is focused on delivering project outcomes	28
26	Project mistakes are openly discussed	29
27	The work break down structure is used as a selection criteria for team members	30
28	The project team has a good relationship with the various suppliers	31
29	The project team is viewed as credible	32
30	The project process is clearly described	33
31	Calculated risk taking is encouraged	34
32	Team work is regarded as important for project success	35
33	The project manager has a good relationship with the customer	36
34	Utilising project methodology and tools are regarded as being important for project success	37
35	Uncertainty is dealt with through open communication	38
36	The project manager has a good relationship with the various suppliers	39
37	Management provides sufficient resources for the project	40
38	Meetings and red tape procedures are kept to a minimum in the project life cycle	41
39	Team activities take place in an organised fashion	42
40	Teams have structural flexibility to perform their tasks	43
41	Business is conducted in an ethical manner	44
42	Budgets are not exceeded	45
43	Work activities are organised around the team	46
44	Projects form part of the organisations strategy.	47
45	Team members look out for each other's interest	48
46	Rapport is maintained between senior management and project teams	49
47	Past project experiences and mistakes are well documented	50
48	Project teams are capable of responding immediately to changes in the external environment	51
49	There is a clear project plan	52
50	The project manager's style is adaptive to the different project phases	53
51	The team has faith in the project manager	54
52	Teams are penalized for failures and mistakes	55
53	The project process is focused on results	56
54	Each team member has a clear understanding of his/her role	57
55	The progress of the project is carefully and systematically monitored	58
56	The team has the authority to make decisions	59
57	The project manager gets on well with the project members.	60

58	The team is responsible for solutions of problems		61
59	It does not matter what means are used to achieve project results, as long as the results are achieved		62
60	Business facts and objectives drive the project rather than emotions		63
61	Team members are committed to the success of the project		64
62	The project manager is well trained in project management theory and practice		65
63	The results of the project influence individual performance appraisal		66
64	There are regular communication sessions		67
65	The project plan consists of clear milestones		68
66	Rewards are allocated on the basis of team results		69
67	Interpersonal conflict and differences are managed in a constructive way for mutual benefit		70
68	Understanding project methodology and tools are important for project success		71
69	All relevant stakeholders are disciplined to deliver according to plan		72
70	The team's performance is evaluated according to the project goals		73
71	There are clearly defined control measures		74
72	Rewards are based on individual performances		75
73	Team members are encouraged to learn from past mistakes.		76
74	Team members are carefully selected for each project		77
75	Networking is encouraged in our organisation		78
76	Each team member knows exactly what he/she is responsible for		79
77	Management is enthusiastic about the projects		80
78	Feedback on project progress is provided on a regular basis		81
79	The organization's structure supports project teams		82
80	The project manager is viewed as being credible		83
81	The project follows the phases according to the project life cycle		84
82	Management interferes with decision making procedures		85
83	Project team leadership is focused on a competent team		86
84	Management provides sufficient support for the projects		87
85	There is a high degree of trust amongst the various stakeholders		88
86	The project performance is influenced by the team performance		89
87	Teams receive support from other teams when necessary		90
88	The project environment encourages innovation and creativity		91
89	Team members have direct access to project information		92
90	Organisational goals supercedes personal agendas		93
91	Team members have the courage to view their criticism openly		94
92	Feasibility studies are done before every project is implemented		95

SAVE INPUTS

Biographical information

Please provide the following information about yourself by marking the relevant number

								For office use only		
96. Age										
25 years or less	1	26 - 30 years	2	31 - 35 years	3	36-40 years	4			
41 - 45 years	5	46-50 years	6	51-55 years	7	Over 55 years	8			
97. Gender		Male		1	Female		2			
98. The economic sector in which you are working: <i>(Mark one sector only)</i>										
Primary Sector										
Agriculture, forestry and fishing									01	
Mining and quarrying									02	
Secondary sector										
Manufacturing									03	
Electricity, gas and water									04	
Construction (contractors)									05	
Tertiary sector										
Wholesale and retail trade, catering and accommodation									06	
Transport, storage and communication									07	
Financial intermediation, insurance, real estate and business services									08	
Community, social and personal services									09	
General government services									10	
Others (please name)									11	
Other producers (please name)									12	

99. Qualifications (highest qualification only)

--	--	--

Secondary school		1	St 10 or equivalent		2
Post-school certificate/diploma		3	National Diploma/National Higher Diploma		4
Bachelor's degree or equivalent		5	Honours degree or equivalent		6
Master's degree or equivalent		7	Doctoral degree or equivalent		8

100. Work history: How long have you worked in this sector?

--	--	--

Less than six months		1	Ten to fifteen years		5
Six months to two years		2	Fifteen to twenty years		6
Two years to five years		3	Twenty to twenty five years		7
Five years to ten years		4	Over twenty five years		8

101. Marital Status:

Single		1	Married		2
Divorced	3	Widow/widower	4	Co-habiting	5

--	--	--

102. Home language: <i>(Mark one language only)</i>									
Afrikaans	01	Zulu	05	Tsonga	09				
English	02	Ndebele	06	Tswana	10				
Xhosa	03	South Sotho	07	Swazi	11				
Venda	04	North Sotho	08	Sign Language	12				
Others:	13	Please specify.....							
103	How many years project management experience do you have as a team member ? ____								
104	How many years of project management experience do you have as a project manager ? ____								

Please save your inputs!!

**All information will be treated as confidential.
Please e-mail your completed questionnaire to:
ydupless@hakuna.up.ac.za**

Thank you for taking the time to complete this questionnaire.