

**A PROJECT MANAGEMENT IMPLEMENTATION STRATEGY
FOR PUBLIC SECTOR CONSTRUCTION ACTIVITIES**

by

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PREFACE

At this point in my educational journey I wish to convey my sincere gratitude to three groups of people. The first group consists of the several academic members of staff of the Graduate School of Management, University of Pretoria, with whom I have had contact over a period of ten years. Among these I am especially indebted to my promoter, Professor P G Steyn and Professors R Erwee and A Boshoff, who were responsible for my other two subjects: organizational behaviour and research methodology, respectively.

The second group includes my family and friends. Here I wish to dedicate this effort to the loving memory of my late father, Benjamin Jacob Krüger and further to convey my sincere gratitude to my wife, Ichte, my mother and brother, and my friend, Japie for their patience and continued encouragement.

The third group are the dedicated individuals who helped me to refine and finalize this thesis: Cas Coetzee, for his assistance in the compilation of the questionnaire and later statistical analysis of the results, André Marais, for the overall outlay and final appearance, and lauma Cooper for editing and proofreading the thesis.

Finally I am grateful to my Creator, almighty God who inspired and motivated me to start and complete this project.

L P KRÜGER

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ABSTRACT: SUMMARY
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DEPARTMENT : GRADUATE SCHOOL OF MANAGEMENT

DEGREE : DOCTOR OF BUSINESS ADMINISTRATION

The research focuses on the implementation of project management in South African public sector work departments. These departments are typically responsible for managing the construction activities whereby building accommodation is provided for rendering collective services such as health and education.

The theoretical basis of the research stems from the earlier work of Schellenberg (1983) who suggested that strategy formulation and implementation be viewed from both content and process school perspectives. The content-related issues of the formulation and implementation of a strategy for project management were examined through the use of a force field analysis, as utilized elsewhere by both Nicholas (1990) and Kerzner (1992). The process-related issues of formulating and implementing a strategy for project management were examined through the application of the Connor and Lake (1988) general change management model.

The research strategy involved the use of a questionnaire comprising five parts

namely, A: the general classification of the respondents, B: the general orientation of respondents to project management, C: the management of organizational change, D: a force field analysis of the success driving and restraining factors in the implementation of project management, and E: a theoretical assessment of the chances of successfully implementing project management. All results were analyzed first for the respondents as a whole, secondly for the different managerial levels (top-level, middle and lower management), and thirdly for the different application groups (formal, informal and no project management).

While it was found that formal project management was already being applied in a large proportion of work departments, the results of the research could be of benefit to the work departments where informal project management is applied or where no project management is currently being applied.

SAMEVATTING: OPSOMMING
'N IMPLEMENTERINGSTRATEGIE VIR PROJEKBESTUUR
BY OPENBARE SEKTOR KONSTRUKSIE-AKTIWITEITE

deur

LOUIS PETRUS KRÜGER

PROMOTOR : PROFESSOR P G STEYN

DEPARTEMENT : NAGRAADSE BESTUURSKOOL

GRAAD : DOKTOR IN BEDRYFSADMINISTRASIE

Die navorsing fokuseer op die implementering van projekbestuur by Suid-Afrikaanse openbare sektor werkedepartemente. Hierdie departemente is normaalweg verantwoordelik vir die bestuur van die konstruksie-aktiwiteite waardeur gebou-akkommodasie vir sekere kollektiewe dienste soos gesondheid en onderwys daargestel word.

Die teoretiese basis vir die navorsing spruit voort uit die vroeër werk van Schellenberg (1983), wie aanbeveel het dat strategieformulering en -implementering vanuit beide inhouds- en prosesskoolperspektiewe beskou word. Die inhoudsverwante aspekte vir die formulering en implementering van projekbestuur is ondersoek deur gebruik te maak van 'n kragveldanalise soos elders aangewend deur beide Nicholas (1990) en Kerzner (1992). Die prosesverwante aspekte vir die formulering en implementering van projekbestuur is ondersoek deur die algemene veranderingsbestuursmodel van Connor en Lake (1988) toe te pas.

Die navorsingstrategie het die gebruik van 'n vraelys behels wat uit vyf dele bestaan het, naamlik A: die algemene klassifikasie van respondente, B: die algemene oriëntasie van respondente teenoor projekbestuur, C: die bestuur van organisatoriese verandering, D: 'n kragveldanalise vir die suksesdrywende en verhinderingsfaktore vir projekbestuur implementering, en E: 'n teoretiese waardering van die kanse om projekbestuur suksesvol te implementeer. Al die resultate is geanaliseer vir eers die totale aantal respondente, tweedens, vir die verskillende bestuursvlakke (top-, middel- en laevlakbestuur), en derdens vir die verskillende toepassingsgroepe (formele, informele en geen projekbestuur).

Alhoewel dit bevind is dat formele projekbestuur alreeds by 'n groot aantal werkedepartemente toegepas word, kan die resultate van die navorsing van waarde wees vir werkedepartemente waar projekbestuur tans informeel of dan glad nie toegepas word nie.

TABLE OF CONTENTS

CHAPTER 1

INTRODUCTION

1.1	MACROPERSPECTIVE	1
1.2	MICROPERSPECTIVE	4
1.3	PURPOSE AND OBJECTIVES OF THE RESEARCH	8
1.4	STATEMENT OF THE RESEARCH QUESTION	9
1.5	DELINEATION OF THE RESEARCH	9
1.6	SIGNIFICANCE OF THE RESEARCH	10
1.7	PLAN OF THE THESIS	11
1.8	CHAPTER SUMMARY	12

CHAPTER 2

LITERATURE REVIEW

2.1	INTRODUCTION	14
2.2	STRATEGY FORMULATION AND IMPLEMENTATION	15
2.2.1	Introduction	15
2.2.2	Definition of a strategy	15
2.2.3	Strategy formulation	19
2.2.4	Strategy implementation	20
2.2.5	Summary	23
2.3	PROJECT MANAGEMENT	25
2.3.1	Introduction	25
2.3.2	Definition of a project	27
2.3.3	Project life cycle	30
2.3.4	The need for the management of projects	33

2.3.5	Definition of project management	37
2.3.6	Objectives of project management	45
2.3.7	Main elements of project management	47
2.3.8	The project manager	49
2.3.8.1	The role of the project manager	49
2.3.8.2	The responsibilities of the project manager	51
2.3.8.3	The interface role of the project manager	53
2.3.8.4	The authority of the project manager	54
2.3.8.5	The skill requirements for the project manager	56
2.3.8.6	Leadership of the project manager	59
2.3.8.7	Management of conflict by the project manager	60
2.3.9	The project team	63
2.3.9.1	The members of the project team	63
2.3.9.2	The project office	65
2.3.9.3	Staffing the project team	67
2.3.9.4	The functional members of the project team	68
2.3.9.5	The roles outside the project team	70
2.3.10	The project management system	72
2.3.10.1	Project organizations	72
2.3.10.2	Organizational structures	72
2.3.10.3	The development of the matrix structure	75
2.3.10.4	The matrix organizational structure	78
2.3.10.5	The selection of an organizational structure	86
2.3.10.6	Converting to a new organizational structure	89
2.3.11	The functions of project management	91

2.3.12	The project environment	96
2.3.12.1	Internal interfaces	96
2.3.12.2	External interfaces	98
2.3.12.3	Trade-off analysis in the project environment	104
2.3.13	Successful project management	106
2.3.13.1	Project success	106
2.3.13.2	Project failure	109
2.3.13.3	Successful project management	113
2.3.13.4	Project force field analysis	119
2.3.13.5	Advantages of project management	121
2.3.13.6	Disadvantages of project management	123
2.3.14	Applications and forms of project management	124
2.3.14.1	Criteria for the application of project management	124
2.3.14.2	Industry application of project management	128
2.3.14.3	Different forms of project management	132
2.3.15	Summary	135
2.4	MANAGEMENT OF ORGANIZATIONAL CHANGE	139
2.4.1	Introduction	139
2.4.2	Managed organizational change process	140
2.4.3	Sources of change	144
2.4.4	Objects and methods of change	146
2.4.4.1	Objects of change	147
2.4.4.2	Methods of change	148
2.4.5	Strategies for change	149
2.4.5.1	Criteria for the selection of change strategies	150
2.4.5.2	Change strategies	151

2.4.6	Participation in the change process	154
2.4.6.1	Change agents	155
2.4.6.2	Change targets	155
2.4.7	Change policies	157
2.4.7.1	Change versus stability	158
2.4.7.2	Resource availability and allocation	159
2.4.7.3	Transitional management	160
2.4.8	Institutionalizing changes or strategies	161
2.4.8.1	Structural considerations	162
2.4.8.2	Organizational leadership	163
2.4.8.3	Organizational culture	166
2.4.9	General change management model	169
2.4.9.1	Segment I: Initiating processes	169
2.4.9.2	Segment II: Suitability of the solution	172
2.4.9.3	Segment III: Formulating the change	173
2.4.9.4	Segment IV: Implementing the change	175
2.4.9.5	Application of the Connor and Lake general change management model to the research	176
2.4.10	Summary	179
2.5	CHAPTER SUMMARY	181

CHAPTER 3

RESEARCH PROBLEM AND METHODOLOGY

3.1	INTRODUCTION	183
3.2	RESEARCH PROBLEM	183
3.3	RESEARCH METHODOLOGY	185
3.4	RESEARCH DESIGN	186
3.5	RESEARCH POPULATION	190

3.6	DATA COLLECTION PROCEDURES	192
3.7	CHAPTER SUMMARY	195

CHAPTER 4

RESEARCH RESULTS

4.1	INTRODUCTION	198
4.2	RESEARCH POPULATION DELINEATION AND CATEGORIZATION	199
4.2.1	Research population delineation	199
4.2.2	Research population categorization	201
4.2.3	Statistical techniques utilized	201
4.3	CLASSIFICATION OF RESEARCH POPULATION	204
4.3.1	Question 1.1 (Code Q1)	204
4.3.2	Question 1.2 (Code Q2)	204
4.3.3	Question 1.3 (Code Q3)	206
4.3.4	Question 1.4 (Code Q4)	207
4.4	GENERAL ORIENTATION TO PROJECT MANAGEMENT . . .	208
4.4.1	Question 2.1 (Code Q5)	208
4.4.2	Question 2.2 (Code Q6)	209
4.4.3	Question 2.3 (Code Q7/Q8)	210
4.4.4	Question 2.4 (Code Q9/Q10)	213
4.5	MANAGEMENT OF CHANGE	215
4.5.1	Question 3.1 (Code Q11)	215
4.5.2	Question 3.2 (Code Q12/Q13)	217
4.5.3	Question 3.3 (Code Q14)	220
4.5.4	Question 3.4 (Code Q15)	221
4.5.5	Question 3.5 (Code Q16)	223
4.5.6	Question 3.6 (Code Q17/18)	224
4.5.7	Question 3.7 (Code Q19)	227

4.5.8	Question 3.8 (Code Q20)	228
4.5.9	Question 3.9 (Code Q21/Q22/Q23/Q24)	230
4.5.10	Question 3.10 (Code Q25/Q26/Q27/Q28)	234
4.5.11	Question 3.11 (Code Q29/Q30/Q31/Q32)	236
4.5.12	Question 3.12 (Code Q33)	238
4.5.13	Question 3.13 (Code Q34/Q35/Q36/Q37)	240
4.5.14	Question 3.14 (Code Q38/Q39/Q40)	241
4.5.15	Question 3.15 (Code Q41-Q44/Q45-Q48/Q49-Q52)	243
4.5.16	Question 3.16 (Code Q53/Q54/Q55)	248
4.5.17	Question 3.17 (Code Q56)	250
4.5.18	Question 3.18 (Code Q57)	251
4.5.19	Question 3.19 (Code Q58/Q59/Q60)	253
4.5.20	Question 3.20 (Code Q61/Q62/Q63)	254
4.6	FORCE FIELD ANALYSIS OF PROJECT MANAGEMENT	256
4.6.1	Question 4.1 (Code P1-P14/S1-S9/O1-O8/J1-J10/H1-H6)	256
4.6.2	Question 4.2 (Code C1-C13)	268
4.7	THEORETICAL CHANCES OF SUCCESSFULLY IMPLEMENTING PROJECT MANAGEMENT	271
4.7.1	Question 4.3 (Code Q4_3)	271
4.8	CHAPTER SUMMARY	277

CHAPTER 5

DISCUSSION OF THE RESEARCH RESULTS

5.1	INTRODUCTION	279
5.2	PART A: CLASSIFICATION OF RESEARCH POPULATION	280
5.2.1	Number of respondents	280
5.2.2	Analysis of respondents	280

5.2.3	Number of years worked in a public sector work department	281
5.2.4	Professional status of respondents	282
5.2.5	Highest formal qualification	282
5.3	PART B: GENERAL ORIENTATION TO PROJECT MANAGEMENT	283
5.3.1	Current application of project management	283
5.3.2	Extent of current application of project management	283
5.3.3	General attitude towards project management	284
5.3.4	General knowledge of project management	285
5.4	PART C: MANAGEMENT OF CHANGE	286
5.4.1	Chances of successfully implementing project management with no changes in current operations	286
5.4.2	Past performance of the departments	286
5.4.3	Disrupting forces in the departments	288
5.4.4	Adjustments necessary inside the departments	288
5.4.5	Origin of the force providing the greatest stimulus for change	289
5.4.6	General attitude of the departments towards change	289
5.4.7	Contribution of implementing project management	291
5.4.8	Number of changes needed to implement project management	291
5.4.9	Criteria for the selection of change strategies	292
5.4.10	Objects of change for implementing project management	294
5.4.11	Methods of change for implementing project management	295
5.4.12	Change policies for implementing project management	296

5.4.13	Change strategies for implementing project management	296
5.4.14	Critical activities for implementing project management	297
5.4.15	Participants for implementing project management	297
5.4.16	Source of resistance to implementing project management	299
5.4.17	"Easy fit" for project management in departments	299
5.4.18	Change of organizational structure	301
5.4.19	Means to ensure continued application of project management	301
5.4.20	Managerial assignment position for implementing project management	302
5.4.21	Summary of research propositions 61 to 75	303
5.5	PART D: FORCE FIELD ANALYSIS OF PROJECT MANAGEMENT	305
5.5.1	Criteria for the interpretation of the average values	305
5.5.2	Contributing philosophical factors in project management implementation	307
5.5.3	Contributing situational factors in project management implementation	308
5.5.4	Contributing organizational factors in project management implementation	309
5.5.5	Contributing job-dimensional factors in project management implementation	310
5.5.6	Contributing human-oriented factors in project management implementation	311
5.5.7	Other contributing factors in project management implementation	312
5.5.8	Combined restraining factors in project management implementation	312

5.5.9	Other restraining factors in project management implementation	313
5.5.10	Summary of research propositions 1 to 60	314
5.6	THEORETICAL CHANCES OF SUCCESSFULLY IMPLEMENTING PROJECT MANAGEMENT	317
5.7	CHAPTER SUMMARY	320

CHAPTER 6

	FINAL CONCLUSIONS AND RECOMMENDATIONS	322
6.1	INTRODUCTION	322
6.2	SUMMARY OF THE RESEARCH POPULATION CHARACTERISTICS	322
6.3	SUMMARY OF GENERAL ORIENTATION TOWARDS PROJECT MANAGEMENT	324
6.4	SUMMARY OF MANAGEMENT OF ORGANIZATIONAL CHANGE	325
6.5	SUMMARY OF THE FORCE FIELD ANALYSIS OF PROJECT MANAGEMENT	331
6.6	SUMMARY OF THE THEORETICAL CHANCES OF SUCCESSFULLY IMPLEMENTING PROJECT MANAGEMENT	334
6.7	RECOMMENDATIONS FOR FUTURE RESEARCH	336
6.8	CHAPTER SUMMARY	336

LIST OF FIGURES

Figure 1.1:	Macro- and microperspectives of the research	6
Figure 1.1:	continued	7
Figure 1.2:	Plan of the thesis	11
Figure 2.3.1:	The anatomy of the project life cycle	31
Figure 2.3.2:	Typical project life cycle and activities	32
Figure 2.3.3:	Project Management Body of Knowledge	44
Figure 2.3.4:	The project organization	64
Figure 2.3.5:	The balanced matrix structure	79
Figure 2.3.6:	Criteria for selection of project organizational forms	87
Figure 2.3.7:	Work as an integrator	95
Figure 2.3.8:	The success target	108
Figure 2.3.9:	Project management causes of failure	110
Figure 2.3.10:	Project management causes of success	115
Figure 2.3.11:	The decision-making influence	131
Figure 2.4.1:	A managed organizational change process	142
Figure 2.4.2:	Classification of organizational change	147
Figure 2.4.3:	Force-field view of change management	150
Figure 2.4.4:	Change strategies and implications	153
Figure 2.4.5:	A transition profile	161
Figure 2.4.6:	Managerial assignment situations	165
Figure 2.4.7:	Managing the strategy/culture relationship	167
Figure 2.4.8:	General change management model	170
Figure 2.4.9:	Selection of change strategies	174
Figure 3.1:	Conceptual framework: content of implementation	187
Figure 3.2:	Conceptual framework: process of implementing	189

LIST OF TABLES

Table 2.1:	Strategy formulation and implementation: content and process school perspectives	22
Table 2.2:	Options available for trade-off analysis	105
Table 2.3:	Project success measures	108
Table 2.4:	Project management industry application	128
Table 2.5:	Classification of industry types	129
Table 4.1:	General 3 x 3 crossbreak	201
Table 4.2:	Number of respondents per managerial level	204
Table 4.3:	Number of respondents per application group	204
Table 4.4:	Number of years worked in a public sector department and one-way analysis of variance between means per managerial group	205
Table 4.5:	Number of years worked in a public sector department and one-way analysis of variance between means per application group	206
Table 4.6:	Professional status per managerial group	207
Table 4.7:	Professional status per application group	207
Table 4.8:	Highest formal qualification per managerial group	208
Table 4.9:	Highest formal qualification per application group	208
Table 4.10:	Current application of project management per managerial group	209
Table 4.11:	Extent of current project management application per managerial group	209
Table 4.12:	General attitude to project management of department and one-way analysis of variance between means per managerial group	210

Table 4.13:	General attitude to project management of department and one-way analysis of variance between means per application group	211
Table 4.14:	General attitude to project management of respondents and one-way analysis of variance between means per managerial group	212
Table 4.15:	General attitude to project management of respondents and one-way analysis of variance between means per application group	212
Table 4.16:	General knowledge of project management concepts and philosophy and one-way analysis of variance between means per managerial group	213
Table 4.17:	General knowledge of project management concepts and philosophy and one-way analysis of variance between means per application group	214
Table 4.18:	General knowledge of project management techniques and one-way analysis of variance between means per managerial group	214
Table 4.19:	General knowledge of project management techniques and one-way analysis of variance between means per application group	215
Table 4.20:	Chances of successfully implementing project management with no changes made and one-way analysis of variance between means per managerial group	216
Table 4.21:	Chances of successfully implementing project management with no changes made and one-way analysis of variance between means per application group	217

Table 4.22:	Past performance of department in meeting its objectives and one-way analysis of variance between means per managerial group	218
Table 4.23:	Past performance of department in meeting its objectives and one-way analysis of variance between means per application group	218
Table 4.24:	Past performance of department in utilizing resources and one-way analysis of variance between means per managerial group	219
Table 4.25:	Past performance of department in utilizing its resources and one-way analysis of variance between means per application group	219
Table 4.26:	Disrupting forces which restrain the department obtaining optimal performance and one-way analysis of variance between means per managerial group	220
Table 4.27:	Disrupting forces which restrain the department obtaining optimal performance and one-way analysis of variance between means per application group	221
Table 4.28:	Adjustments necessary inside the department to maintain or improve its performance and one-way analysis of variance between means per managerial group	222
Table 4.29:	Adjustments necessary inside the department to maintain or improve its performance and one-way analysis of variance between means per application group	222

Table 4.30:	Type of force providing the greatest stimulus for change inside department and one-way analysis of variance between means per managerial group	223
Table 4.31:	Type of force providing the greatest stimulus for change inside department and one-way analysis of variance between means per application group	224
Table 4.32:	General attitude of department on acting on changes and one-way analysis of variance between means per managerial group	225
Table 4.33:	General attitude of department on acting on changes and one-way analysis of variance between means per application group	225
Table 4.34:	General attitude of department towards initiation of changes and one-way analysis of variance between means per managerial group	226
Table 4.35:	General attitude of department towards initiation of changes and one-way analysis of variance between means per application group	226
Table 4.36:	Contribution of implementing project management to deal with forces and one-way analysis of variance between means per managerial group	227
Table 4.37:	Contribution of implementing project management to deal with forces and one-way analysis of variance between means per application group	228
Table 4.38:	Number of changes needed to implement project management and one-way analysis of variance between means per managerial group	229

Table 4.39:	Number of changes needed to implement project management and one-way analysis of variance between means per application group	229
Table 4.40:	Statement: Substantial time is needed to implement project management and one-way analysis of variance between means per managerial group	230
Table 4.41:	Statement: Substantial time is needed to implement project management and one-way analysis of variance between means per application group	231
Table 4.42:	Statement: Extensive change would be indicated to implement project management and one-way analysis of variance between means per managerial group	231
Table 4.43:	Statement: Extensive change would be indicated to implement project management and one-way analysis of variance between means per application group	232
Table 4.44:	Statement: The general attitude of personnel is unfavourable to implement project management and one-way analysis of variance between means per managerial group	232
Table 4.45:	Statement: The general attitude of personnel is unfavourable to implement project management and one-way analysis of variance between means per application group	233
Table 4.46:	Statement: An outside consultant is best to manage implementation of project management and one-way analysis of variance between means per managerial group	233

Table 4.47:	Statement: An outside consultant is best to manage implementation of project management and one-way analysis of variance between means per application group	234
Table 4.48:	Rank order of items with the greatest priority for change to implement project management and one-way analysis of variance between means per managerial group	235
Table 4.49:	Rank order of items with the greatest priority for change to implement project management and one-way analysis of variance between means per application group	236
Table 4.50:	Rank order of methods most appropriate to implement project management and one-way analysis of variance between means per managerial group	237
Table 4.51:	Rank order of methods most appropriate to implement project management and one-way analysis of variance between means per application group	238
Table 4.52:	Change policies for implementing project management and one-way analysis of variance between means per managerial group	239
Table 4.53:	Change policies for implementing project management and one-way analysis of variance between means per application group	239
Table 4.54:	Rank order of strategies most appropriate to implement project management and one-way analysis of variance between means per managerial group	240

Table 4.55:	Rank order of strategies most appropriate to implement project management and one-way analysis of variance between means per application group	241
Table 4.56:	Rank order of activities most critical for implementing project management and one-way analysis of variance between means per managerial group	242
Table 4.57:	Rank order of activities most critical for implementing project management and one-way analysis of variance between means per application group	242
Table 4.58:	Rank order of persons best suited to fulfil the position of change manager and one-way analysis of variance between means per managerial group	243
Table 4.59:	Rank order of persons best suited to fulfil the position of change manager and one-way analysis of variance between means per application group	244
Table 4.60:	Rank order of persons best suited to fulfil the position of change agent and one-way analysis of variance between means per managerial group	245
Table 4.61:	Rank order of persons best suited to fulfil the position of change agent and one-way analysis of variance between means per application group	246
Table 4.62:	Rank order of persons best suited to fulfil the position of change target and one-way analysis of variance between means per managerial group	247

Table 4.63:	Rank order of persons best suited to fulfil the position of change target and one-way analysis of variance between means per application group	248
Table 4.64:	Rank order of sources of greatest resistance for implementing project management and one-way analysis of variance between means per managerial group	249
Table 4.65:	Rank order of sources of greatest resistance for implementing project management and one-way analysis of variance between means per application group	249
Table 4.66:	"Easy fit" for project management in department and one-way analysis of variance between means per managerial group	250
Table 4.67:	"Easy fit" for project management in department and one-way analysis of variance between means per application group	251
Table 4.68:	Change of organizational structure to implement project management and one-way analysis of variance between means per managerial group	252
Table 4.69:	Change of organizational structure to implement project management and one-way analysis of variance between means per application group	252
Table 4.70:	Rank order of best means to ensure the continued application of project management and one-way analysis of variance between means per managerial group	253
Table 4.71:	Rank order of best means to ensure the continued application of project management and one-way analysis of variance between means per application group	254

Table 4.72:	Rank order of most effective managerial assignment position for project management implementation and one-way analysis of variance between means per managerial group	255
Table 4.73:	Rank order of most effective managerial assignment position for project management implementation and one-way analysis of variance between means per application group	255
Table 4.74:	Rank order of philosophical factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per managerial group	257
Table 4.75:	Rank order of philosophical factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per application group	258
Table 4.76:	Rank order of situational factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per managerial group	259
Table 4.77:	Rank order of situational factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per application group	260

Table 4.78:	Rank order of organizational factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per managerial group	261
Table 4.79:	Rank order of organizational factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per application group	262
Table 4.80:	Rank order of job-dimensional factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per managerial group	263
Table 4.81:	Rank order of job-dimensional factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per application group	264
Table 4.82:	Rank order of human-oriented factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per managerial group	265
Table 4.83:	Rank order of human-oriented factors according to relative importance for contributing to the implementation of project management and one-way analysis of variance between means per application group	265

Table 4.84:	VARIMAX-rotated four-factor pattern of items P1-P14 of "philosophical success factors" only	266
Table 4.85:	VARIMAX-rotated three-factor pattern of items S1-S9 of "situational success factors" only	267
Table 4.86:	VARIMAX-rotated two-factor pattern of items O1-O8 of "organizational success factors" only	267
Table 4.87:	VARIMAX-rotated three-factor pattern of items J1-J10 of "job-dimensional success factors" only	268
Table 4.88:	VARIMAX-rotated two-factor pattern of items H1-H6 of "human-oriented success factors" only	268
Table 4.89:	Rank order of combined restraining factors according to relative importance for restraining the implementation of project management and one-way analysis of variance between means per managerial group	269
Table 4.90:	Rank order of combined restraining factors according to the relative importance for restraining the implementation of project management and one-way analysis of variance between means per application group	270
Table 4.91:	VARIMAX-rotated four-factor pattern of items C1-C13 of "combined restraining factors" only	271
Table 4.92:	Chances of successfully implementing project management with answers provided earlier in force field analysis and one-way analysis of variance between means per managerial group	272
Table 4.93:	Chances of successfully implementing project management with answers provided earlier in force field analysis and one-way analysis of variance between means per application group	273

Table 4.94:	Pearson product-moment correlation coefficients between philosophical factors and question 4.3 for whole research population	274
Table 4.95:	Pearson product-moment correlation coefficients between situational factors and question 4.3 for whole research population	274
Table 4.96:	Pearson product-moment correlation coefficients between organizational factors and question 4.3 for whole research population	275
Table 4.97:	Pearson product-moment correlation coefficients between job-dimensional factors and question 4.3 for whole research population	275
Table 4.98:	Pearson product-moment correlation coefficients between human-oriented factors and question 4.3 for whole research population	276
Table 4.99:	Pearson product-moment correlation coefficients between combined restraining factors and question 4.3 for whole research population	276
Table 5.1:	Summary of research propositions 61 to 75	304
Table 5.2:	Interpretation criteria	306
Table 5.3:	Philosophical factors	307
Table 5.4:	Situational factors	308
Table 5.5:	Organizational factors	309
Table 5.6:	Job-dimensional factors	310
Table 5.7:	Human-oriented factors	311
Table 5.8:	Combined restraining factors	313
Table 5.9:	Summary of research propositions 1 to 20	315
Table 5.10:	Summary of research propositions 21 to 40	316
Table 5.11:	Summary of research propositions 41 to 60	317
Table 5.12:	Percentage comparison of chances of success	319