

The Contribution of Scope Management on Project Performance, A Case Study of RSSP Project Gasabo District

Makumi Karamusingye Kellen¹, Dr. Patrick Mulyungi²

^{1,2}Jomo Kenyatta University of Agriculture and Technology

Abstract: *The purpose of this research was to assess the contribution of scope management on the performance of projects and it was carried out in RSSP project with the following objectives; to identify the contribution of project planning on performance of RSSP project, to examine the influence of project control and monitoring on performance of RSSP project and to assess the effect of time management on performance of RSSP. The researcher reviewed literature related to the contribution of scope management on project performance and established that scope management is vital in ensuring effective project management; both theoretical and empirical literature was reviewed. The conceptual frame work showing the relationship between scope management and project performance, a critical review of existing literature was also done to identify that gap that the research seeks to close in relation to the study topic The research design used was descriptive where by issues concerning scope management and project performance were described while the population was 86 employees of RSSP project and the sample size was the same as the population because of its small size. Data collection tools were questionnaires and interviews where by both primary and secondary data was collected using the appropriate data collection tools, for validity and reliability the researcher carried out pretesting of research instruments on a small section of respondents from the total population so as to verify authenticity of instruments while the collected data was presented using tables and analyzed based on percentages and frequencies. The researcher found out that defining project activities facilitates project performance since it provides sufficient overview of project activities and how best they can be handled, implemented and controlled, sequencing of project activities facilitates project performance since it provides order in the implementation of project activities and how best they can be implemented for example which activity to come first, how long it will take and the process involved in the implementation of such activities, developing schedules in project management facilitates project performance because the time of starting activities and phases within the project is known and well managed. The researcher concluded that project planning contributes to project performance in RSSP project through leading to timely accomplishment of tasks, remaining within the budget, effective use of resources and cost reduction and for the better performance of the project the executive summary has to be made, policies and procedures elaborated, resources mobilised. Budgeting and cost estimates done. Project planning in scope management through cost reduction facilitates reduction in redundancy and extravagancy which may negatively affect performance hence confirming that project planning through cost reduction leads to increase in project performance. Project control and monitoring influences performance of RSSP project through better planning and scheduling of activities, improved risk management, cost estimating and management, scope and change management as well as earned value management. project control contributes to project performance because it facilitates having sufficient information on what is being carried out in the project, how it is being carried out and any possible corrective action in case needed, project control ensures managing scope of the project to ensure that there is no single deviation. Risk management in the project facilitates compliance which in the end leads to improvements in performance; risk management facilitates reduction in losses, reduced delays and effective use of resources. The researcher recommended that RSSP project should continue managing scope well because it is important in avoiding creeping and wastages of resources.*

Keywords: Scope, project scope, scope management, Project performance

1. Introduction

Project scope is the work required to output a project's deliverable. Change happens, and project scope management includes the process to manage scope changes and make sure the project will still come in on time and within budget. Scope is often defined by a work breakdown structure, and changes should take place only through formal change control procedures. More than seventy percent of projects fail. When projects fail, it's rarely technical. Over eighty percent of those projects fail due to project management. Projects, like business, often fail because they are not properly managed. Scope creep is a major aspect of project failure. This can be mitigated by following simple procedures such as having a scope document that all the stakeholders agree on and on having a change management plans if there are supposed to be modifications to it. Manage scope and make the project a part of the successful thirty percent (Ahsan & Guawan, 2010).

The scope of a project can be either the work content or component of a project. It can be fully described by naming all activities performed, the end products which result and the resources consumed. Scope Management, therefore, clearly has to be a concern for any project manager. Many projects start with good ideas, huge investments and great efforts. However, most of them do not achieve much success. A major contribution to unsuccessful projects is the lack of understanding or defining project and product scope at the start of the project. A properly defined and managed scope leads to delivering a quality product, in agreed cost and within specified schedules to the stake-holders. Whilst there is a clear understanding of the need to achieve project success, surprisingly little is published on significance of scope on project success (Alzahrani and Emsley, 2013)

2. Statement of the Problem

Projects are established to achieve specific set objectives using the specified resources in the specified period of time.

Volume 7 Issue 10, October 2018

www.ijsr.net

Licensed Under Creative Commons Attribution CC BY

Project managers are therefore tasked with the responsibility of ensuring that projects resources are used effectively to achieve the set goals. Proper management of project scope is one of the issues given much consideration in striving towards project performance, management of project consider scope management important in the effective utilization of resources and avoiding additional unnecessary costs that my result from scope creeping(Sausser&Shenhar, 2009).Scope management ensures a project's scope is accurately defined and mapped and enables project managers to allocate the proper labor and costs necessary to complete the project.Part of being a successful project manager means understanding exactly what is needed to achieve the objectives in a project and mapping out how to get there. For every project, no matter the size or complexity, it is the responsibility of the project manager to ensure it stays on track the entire time. The simplest way to do so is to define the scope of the project. However, in some projects, the issue of scope management is not given much attention in effecting project performance due to limited research that has been carried out on the contribution of scope management and project performance as well as limited understanding on how scope management contributes to project performance. It is against that background that the researcher carried out this research on

the contribution of scope management on project performance with reference to RSSP project as the case study.

3. Objectives of the Study

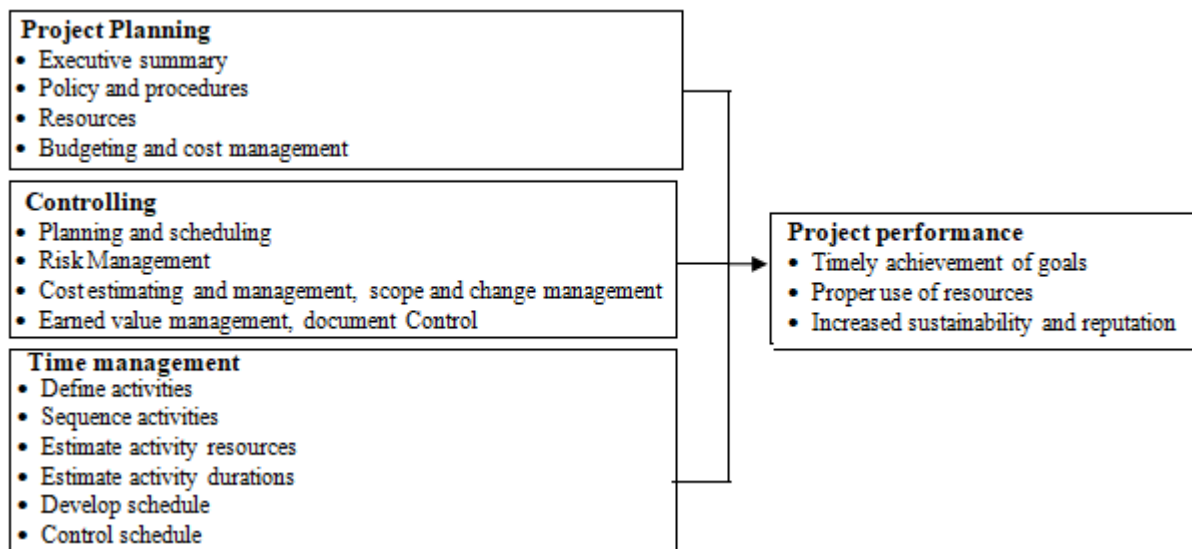
3.1 General Objective

The general objective of this research was to assess the contribution of scope management on the performance of projects.

3.2 Specific objectives

- 1) To identify the contribution of project planning on performance of RSSP project
- 2) To examine the influence of project control and monitoring on performance of RSSP project
- 3) To assess the effect of time management on performance of RSSP project

4. Conceptual Framework



5. Research Methodology

- **Research Design:** In carrying out this research, the researcher used a descriptive design in order to ensure that the issues concerning scope management and projects performance are describes and analyzed for better conclusions in relation to the study.
- **Target Population:** The population of this research comprised of 86 employees of the project.
- **Sample Size:** The sample size of the study was the same as the population because of the population size is small. Therefore universal sampling was done.
- **Data collection instruments:** The researcher used various instruments that helped in acquiring the sufficient data required from both primary and secondary sources. The researcher used questionnaires, interviews and documentary review.
- **Data processing and analysis:** Data analysis is the process of developing answers to questions through the examination and interpretation of data. The basic steps in the analytic process consist of identifying issues, determining the availability of suitable data, deciding on which methods are appropriate for answering the questions of interest, applying the methods and evaluating, summarizing and communicating the results. This involved presenting findings in a logical and sequential way so that conclusions could be drawn from them. The data was presented according to research questions and research objectives. Tables and figures were used to present data. Data analysis was based on the percentages and frequencies of the views collected from respondents.

6. Summary of Research Findings

6.1 The contribution of project planning on performance of RSSP project

Table 1: The extent to which respondents consider project planning to contribute to project performance

Extent	Frequency	Percent
Strongly agree	40	46
Agree	30	35
Neither agree nor disagree	11	13
Disagree	5	6
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 1, respondents contacted strongly agreed that project planning contributes to project performance (46%) while 35% of respondents agreed and 13% of respondent's neither agreed nor disagreed. Only 6% of respondents disagreed. When asked to give reasons for their answers, respondents said planning in project execution and implementation facilitates performance of the project through better coordination of project activities, effective use of resources and improved utilization of time in order to keep within the project scope. This led the researcher to the understanding that project planning as one of the ways of scope management in projects facilitates performance since it contributes to the effective use of time hence reducing delays and improves work coordination.

Table 2: The extent to which respondents consider timely accomplishment of tasks to be a contribution of project planning on project success

Extent	Frequency	Percent
Strongly agree	50	58
Agree	30	35
Neither agree nor disagree	4	5
Disagree	2	3
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 2, respondents contacted strongly agreed that timely accomplishments of tasks is a contribution of project planning on project success (58%) while 35% of respondents agreed and 5% of respondent's neither agreed nor disagreed. Only 3% of respondents disagreed. When asked to give reasons for their answers, respondents said due to better planning within the project, it is possible to ensure that activities are accomplished as planned, respect of time is adhered to as well as ensuring that activities are implemented as planned in order to achieve the desired objectives. This led the researcher to the understanding that project in scope management enables the project management team to implement activities as planned, ensure proper sequencing of activities hence leading to improved performance due to better scope management that results from effective planning.

Table 3: The extent to which respondents consider budget compliance to be a contribution of project planning on project success

Extent	Frequency	Percent
Strongly agree	42	49
Agree	38	44
Neither agree nor disagree	4	5
Disagree	2	3
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 3, respondents contacted strongly agreed that budget compliance is a contribution of project planning on project performance (49%) while 44% of respondents agreed and 5% of respondent's neither agreed nor disagreed. Only 3% of respondents disagreed. When asked to give reasons for their answers, respondents said that complying with the budget facilitates ensuring that the project activities are implemented within the set amount which reduces budget constraints that would lead to budget delays; compliance within the budget also makes it possible for the project not to have delayed time lags that would affect performance. This led the researcher to the understanding that project planning in scope management facilitates compliance with the budgets and avoids over spending that would affect the project performance through increase in costs or under spending that may affect the project outcomes leading to poor performance within the project.

Table 4: The extent to which respondents consider effective use of resources to be a contribution of project planning on project success

Extent	Frequency	Percent
Strongly agree	35	41
Agree	33	38
Neither agree nor disagree	14	16
Disagree	4	5
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 4, respondents contacted strongly agreed that effective use of resources is a contribution of project planning on project performance (41%) while 38% of respondents agreed and 16% of respondent's neither agreed nor disagreed. Only 5% of respondents disagreed. When asked to give reasons for their answers, respondents said that effective utilization of resources within the project reduces redundancy and increases efficiency, facilitates increase in transparency and facilitates attainment of the desired objectives. This led the researcher to the understanding that project planning in scope management through effective use of resources facilitates quality and transparent work within the project that increases project performance.

Table 5: The extent to which respondents consider cost reduction to be a contribution of project planning on project success

Extent	Frequency	Percent
Strongly agree	45	52
Agree	29	34
Neither agree nor disagree	8	9
Disagree	4	5
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 5, respondents contacted strongly agreed that cost reduction is a contribution of project planning on project performance (52%) while 34% of respondents agreed and 9% of respondent’s neither agreed nor disagreed. Only 5% of respondents disagreed. When asked to give reasons for their answers, respondents said that cost reduction within the project leads to increase in revenues or facilitates better implementation of activities, proper coordination of project phases and better management of activities and utilization of resources in relation to scope management. This led the researcher to the understanding that project planning in scope management through cost reduction facilitates reduction in redundancy and extravagancy which may negatively affect performance hence confirming that project planning through cost reduction leads to increase in project performance

Table 6: The extent to which respondents consider making executive summary of the project relevant in project planning on project success

Extent	Frequency	Percent
Strongly agree	40	47
Agree	33	38
Neither agree nor disagree	9	10
Disagree	4	5
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 6, respondents contacted strongly agreed that making executive summary within the project is relevant in project performance (47%) while 38% of respondents agreed and 10% of respondent’s neither agreed nor disagreed. Only 5% of respondents disagreed. When asked to give reasons for their answers, respondents said executive summary of the projects helps having a broad view of the project and the activities to be undertaken as well as ensuring that sequencing of the activities and work breakdown within the project is well undertaken. This led the researcher to the understanding that having executive summary within the project is important in ensuring project performance because implementers of the project are provided or made conversant with the broad picture of the activities to be undertaken.

Table 7: The extent to which respondents consider having policies and procedures relevant in project planning on project success

Extent	Frequency	Percent
Strongly agree	50	58
Agree	30	35
Neither agree nor disagree	4	5
Disagree	2	2
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 7, respondents contacted strongly agreed that having policies and procedures within the project is relevant in project performance (58%) while 35% of respondents agreed and 5% of respondent’s neither agreed nor disagreed. Only 2% of respondents disagreed. When

asked to give reasons for their answers, respondents said having clear policies and procedures within the project helps ensuring proper coordination of project activities and having a guideline or yard stick to guide implementation of activities within the project. This led the researcher to the understanding that having clear policies and procedures within the project is important in ensuring project performance because implementation of activities will be guided by specific guidelines and procedure hence reducing project delays and lead to compliance with the project scope and this facilitates increase in project performance.

Table 8: The extent to which respondents consider cost and budget management relevant in project planning on project success

Extent	Frequency	Percent
Strongly agree	30	35
Agree	30	35
Neither agree nor disagree	22	25
Disagree	4	5
Strongly disagree	0	0
Total	86	100

Source: Primary data, 2018

According to table 8, respondents contacted strongly agreed that cost and budget management within the project is relevant in project performance (35%) while 35% of respondents agreed and 25% of respondents neither agreed nor disagreed. Only 5% of respondents disagreed. When asked to give reasons for their answers, respondents said having better cost and budget management within the project helps ensuring that costs are controlled or minimized while adherence to the budget is given much concern. This led the researcher to the understanding that reduction or better management of the costs and adherence to the budget facilitates ensuring that activities are implemented as intended and costs controlled to ensure efficiency hence leading to improved project performance.

6.2 The influence of project control and monitoring on performance of RSSP project

The researcher under this section made a presentation, analysis and interpretation of the views given by respondents concerning the influence of project control and monitoring on project performance so that relevant study conclusions can be made

Table 9: The extent to which respondents consider project control to contribute to project performance

Extent	Frequency	Percent
Strongly agree	52	61
Agree	20	23
Neither agree nor disagree	8	9
Disagree	6	7
Strongly disagree	0	0
Total	86	100

Source: Primary data, 2018

According to table 9, respondents contacted strongly agreed that project control in scope management contributes to project performance (61%) while 23% of respondents agreed and 9% of respondents neither agreed nor disagreed. Only

7% of respondents disagreed. When asked to give reasons for their answers, respondents said project control contributes to project performance because it facilitates having sufficient information on what is being carried out in the project, how it is being carried out and any possible corrective action in case needed, project control ensures managing scope of the project to ensure that there is no single deviation. This led the researcher to the understanding that project control contributes to efficiency in project activities and their implementation hence leading to increased project performance.

Table10: The extent to which respondents consider project planning and scheduling to contribute to project performance

Extent	Frequency	Percent
Strongly agree	40	47
Agree	32	37
Neither agree nor disagree	12	14
Disagree	2	2
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 10, respondents contacted strongly agreed that project planning and scheduling contributes to project performance (47%) while 37% of respondents agreed and 14% of respondents neither agreed nor disagreed. Only 2% of respondents disagreed. When asked to give reasons for their answers, respondents said project planning and scheduling facilitates better sequencing of activities and timely completion of project activities, planning and scheduling enables the project activities to be completed in the stipulated project time hence being completed within the project scope. This led the researcher to the understanding that planning and scheduling of activities within project control facilitates improved project performance through better management of individual project activities as well as managing time of starting and completing the individual activities within the project.

Table11: The extent to which respondents consider risk management to contribute to project performance

Extent	Frequency	Percent
Strongly agree	43	50
Agree	26	30
Neither agree nor disagree	14	16
Disagree	3	4
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 11, respondents contacted strongly agreed that risk management contributes to project performance (50%) while 30% of respondents agreed and 16% of respondents neither agreed nor disagreed. Only 4% of respondents disagreed. When asked to give reasons for their answers, respondents said risk management in the project facilitates compliance which in the end leads to improvements in performance; risk management facilitates reduction in losses, reduced delays and effective use of resources. This led the researcher to the understanding that better risk management in scope management facilitates

reduction in losses, implementation challenges and improved utilization of resources hence leading to improved performance of the project.

Table 12: The extent to which respondents consider cost estimating and management, scope and change management to contribute to project performance

Extent	Frequency	Percent
Strongly agree	47	55
Agree	33	38
Neither agree nor disagree	5	6
Disagree	1	1
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 12, respondents contacted strongly agreed that cost estimation and management contributes to project performance (55%) while 38% of respondents agreed and 6% of respondents neither agreed nor disagreed. Only 1% of respondents disagreed. When asked to give reasons for their answers, respondents said cost estimation and management in the project facilitates knowing the needed resources and how best to mobilize them so as to complete the project in the stipulated time and better management of the scope; cost estimation facilitates reduction in project delays due to having a better plan of meeting the planned estimated costs. This led the researcher to the understanding that cost estimation in scope management facilitates timely project completion and avoiding delays which lead to increase in project performance.

6.3 The effect of time management on performance of RSSP

The researcher under this section made a presentation, analysis and interpretation of the views given by respondents concerning the effect of time management on project performance so that relevant study conclusions can be made.

Table 13: The extent to which respondents consider defining project activities to contribute to project performance

Extent	Frequency	Percent
Strongly agree	30	35
Agree	30	35
Neither agree nor disagree	24	28
Disagree	2	2
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 13, respondents contacted strongly agreed that defining project activities contributes to project performance (35%) while 35% of respondents agreed and 28% of respondents neither agreed nor disagreed. Only 2% of respondents disagreed. When asked to give reasons for their answers, respondents said project activities well defined facilitates formulating the best ways through which such activities can be implemented, monitored and controlled. This led the researcher to the understanding that defining project activities facilitates project performance since it provides sufficient overview of project activities and how best they can be handled, implemented and controlled.

Table14: The extent to which respondents consider sequencing activities to contribute to project performance

Extent	Frequency	Percent
Strongly agree	40	47
Agree	20	23
Neither agree nor disagree	24	28
Disagree	2	2
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 14, respondents contacted strongly agreed that sequencing of project activities contributes to project performance (47%) while 23% of respondents agreed and 28% of respondents neither agreed nor disagreed. Only 2% of respondents disagreed. When asked to give reasons for their answers, respondents said sequencing of project activities helps project implementers to know how to plan for the project activities. This led the researcher to the understanding that sequencing of project activities facilitates project performance since it provides order in the implementation of project activities and how best they can implemented for example which activity to come first, how long it will take and the process involved in the implementation of such activities.

Table 15: The extent to which respondents consider developing schedules to contribute to project performance

Extent	Frequency	Percent
Strongly agree	42	49
Agree	37	43
Neither agree nor disagree	5	6
Disagree	2	2
Strongly disagree	0	0
Total	86	100.0

Source: Primary data, 2018

According to table 15, respondents contacted strongly agreed that developing schedules contributes to project performance (49%) while 43% of respondents agreed and 6% of respondents neither agreed nor disagreed. Only 2% of respondents disagreed. When asked to give reasons for their answers, respondents said developing schedules help project implementers to have a clear plan of the activities to be undertaken, when to start and accomplish them as well as their scope. This led the researcher to the understanding that developing schedules in project management facilitates project performance because the time of starting activities and phases within the project is known and well managed.

7. Conclusions and Recommendations

7.1 Conclusions

The researcher concluded that project planning contributes to project performance in RSSP project through leading to timely accomplishment of tasks, remaining within the budget, effective use of resources and cost reduction and for the better performance of the project the executive summary has to be made, policies and procedures elaborated, resources mobilised. Budgeting and cost estimates done. Project planning in scope management through cost reduction facilitates reduction in redundancy and extravagancy with may negatively affect performance hence

confirming that project planning through cost reduction leads to increase in project performance. Project control and monitoring influences performance of RSSP project through better planning and scheduling of activities, improved risk management, cost estimating and management, scope and change management as well as earned value management. project control contributes to project performance because it facilitates having sufficient information on what is being carried out in the project, how it is being carried out and any possible corrective action in case needed, project control ensures managing scope of the project to ensure that there is no single deviation. Risk management in the project facilitates compliance which in the end leads to improvements in performance; risk management facilitates reduction in losses, reduced delays and effective use of resources.

The effect of time management contributes to the performance of RSSP project through defining the project activities, sequence activities, estimating activity resources, estimating activity durations, developing schedules and controlling schedules. Sequencing of project activities helps project implementers to know how to plan for the project activities, estimating activity resources helps project implementers to avoid delays since resources are estimated and mobilized. Developing schedules help project implementers to have a clear plan of the activities to be undertaken, when to start and accomplish them as well as their scope.

7.2 Recommendations

The researcher made the following recommendations that should be put into consideration in relation to the contribution of scope management on project performance. RSSP project should continue managing scope well because it is important in avoiding creeping and wastages of resources. Employees of RSSP project should ensure that the activities they do in the project are within the project scope so as to ensure that efficiently use project resources. The government of the Republic of Rwanda should help projects to improve their performance through capacity building trainings on how best to improve performance through scope management

References

- [1] Ahsan, K. &Guawan, I. (2010). Analysis of cost and schedule performance of international development projects. *International journal of project management*, 28(1), 68 - 78.
- [2] Alzahrani, J. and Emsley, M. (2013), "The impact of contractors' attributes on construction project success: A post construction evaluation", *International Journal of Project Management*, Vol. 31, pp: 313-322.
- [3] Aronson, Z. and Patanakul, P. (2013), "Managing the Intangible Aspects of a Project: The Affect of Vision, Artifacts, and Leader Values on Project Spirit and Success in Technology-Driven Projects", *Project Management Journal*, Vol. 44, No. 1, pp: 35-58.
- [4] *Project Management*, Vol. 31, No. 8, pp: 1139-1153
- [5] Covey, S. (2013). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*

- [6] Creswell, J. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research*. Upper Saddle River, NJ: Prentice Hall.
- [7] Cserháti, G. and Szabó, L., (2014), "The relationship between success criteria and success factors in organisational event projects", *International Journal of Project Management*.
- [8] De Bakker, K., Boonstra, A. and Wortmann, H., (2012), "Risk managements' communicative effects influencing IT project success", *International Journal of Project Management*, Vol.
- [9] Hagen, M. and Park, S., (2013), "Ambiguity Acceptance as a Function of Project Management: A New Critical Success Factor", *Project Management Journal*, Vol. 44, No. 2, pp: 52-66.
- [10] Mazur, A., Pisarski, A., Chang, A. and Ashkanasy, N., (2014), "Rating defence major project success: The role of personal attributes and stakeholder relationships", *International Journal of Project Management*, Vol. 32, pp. 944-957
- [11] Morris, P. (2013), "Reconstructing Project Management Revisited: A Knowledge Perspective." *Project Management Journal*, Vol. 44, No. 5, pp: 6-23.
- [12] Njuki, J. & Sanginga, H. (2013). Participatory monitoring and evaluation for stakeholder engagement, and institutional and community learning. *Journal of Academic Research in Business and Social Sciences*. 3 (6), 9- 19
- [13] Nyaguthii, E. & Oyugi, A. (2013). Influence of community participation on successful implementation of CDF projects in Kenya: Case study of Mwea Constituency. *International Journal of Education and Research*. 1 (8), 1-16
- [14] Okoth, O. & Aila, F. (2013). Effect of the Youth Enterprise Development Fund on youth enterprises in Kenya. *International Journal of Advances in Management and Economics*.
- [15] Oung, R. and Poon, S., (2013), "Top management support—almost always necessary and sometimes sufficient for success: Findings from a fuzzy set analysis", *International Journal of Project Management*, Vol. 31, pp: 943-957.
- [16] Patton, M. (2010). *Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use*. New York: Guilford Press.
- [17] Project Management Institute. (2013). *A Guide to the Project Management Body of Knowledge: PMBOK® Guide*. Project Management Institute.
- [18] Sauser, B. & Shenhar, A. (2009). Why projects fail? How contingency theory can provide new insights. A comparative analysis of NASA's Mars Climate Orbiter loss. *International Journal of Project Management*, 27(7), 665-679.
- [19] Verburg, R., Bosch-Sijtsema, P. and Variainen, M., (2013), "Getting it done: Critical success factors for project managers in virtual work settings", *International Journal of Project Management*, Vol. 31, pp: 68-79.
- [20] Wilson, R. (2015). *Mastering Project Time Management, Cost Control, and Quality Management: Proven Methods for Controlling the Three Elements that Define Project Deliverables*. FT Press.
- [21] Winch, G and Russ, K., (2012), "Projects as the content and process of change: The case of the health safety laboratory," *International Journal of Project Management*, Vol. 20, pp: 14.
- [22] Young, T. (2013). *Successful project management* (Vol. 52). Kogan Page Publishers
- Zou, W., Kumaraswamy, M., Chung, J. and Wong, J., (2014), "Identifying the critical success factors for relationship management in PPP projects", *International Journal of Project Management*, Vol. 32, pp: 265-274.