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Project Management in Large Organizations: Modus Operandi, Relevance, Challenges and The Way Forward

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Abstract

Companies face new challenges needing to find ways to stand out from the competitors. All companies face new projects, which need to be managed efficiently in line with quality and time launching new products on the market ahead of competitors. This strategy requires enormous dexterity and agility within teams, which are increasingly multifaceted, multidisciplinary, and multifunctional. However, teams need to conciliate apparent freedom for creation with the sustainability rules, which are increasingly demanding, such as legislation and image that companies want to pass on to the market in terms of corporate social responsibility, ensuring a sustainable development of the companies. The goal of this work is to investigate and correlate the challenges faced in project management as well as the ways out. The study took an expository form, taking into account that there are strong relationships, as well as to learn how project management affects organization's social, environmental, and economical dynamics from the triple bottom line standpoint. The objective was to explore the latest challenges encountered in project management to be resolved in further research, the framework was based on the theoretical assumptions underpinning the present research. The basic structure of the developed framework is based on the framework of a matrix-based method for ordering and synthesizing data. Thus, network diagrams have been developed reproducing the links existing in the literature, both explicitly and implicitly. However, they were deeply expanded considering links not previously referred in the literature. An explanation about these new links is also provided, justifying their inclusion. Hence, the new diagrams offer a more complete landscape about how the adoption of agile practices in project management can improve sustainability in its different aspects, and vice-versa. The findings reveal that implementing project management induces direct effects on an organization's social, economic, and environmental dynamics of the companies, as well as in their teams, with a favorable effect on all of them ,resource and knowledge constraints, and communication barriers.

Key words: Project management, Tip, Guide, Resource management, Communication

1.Introduction

From the time immemorial, projects were large, complex undertakings. The first project to use modern Projects management techniques in the early 1950's (The Polaris Weapons System ended as a big failure (technically and administratively). Their approach (use of charts and complex mathematical and statistical procedures) made people to begin to see Project Management as

technical, time consuming, very complicated and something meant only for specialists. Projects have been around since ancient times, it includes buildings, road and other construction, writing, sculpture etc

That not with-standing, the world has a growing array of huge complex and technically challenging projects, people are still needed to bring those projects to fruition. Presently, projects are now the way organizations and even nations accomplish their work, as such the number of projects in the regular workplace has drastically increased.

Project management focuses on the successful delivery of specific, time-bound initiatives. A project is more often a temporary endeavor undertaken to create a unique product, service, or result. On the other hand, program management involves the oversight of multiple related initiatives that collectively contribute to achieving strategic organizational objectives.

Generally speaking, the project management process includes the following stages: planning, initiation, execution, monitoring, and closing. We'll discuss each of those stages in more depth later in this article.

Project management is often associated with fields in engineering and construction and, more lately, healthcare and information technology (IT), which typically have a complex set of components that have to be completed and assembled in a set fashion to create a functioning product. No matter the industry, project managers tend to have roughly the same job: to help define the goals and objectives of the project and determine when the various project components are to be completed and by whom. They also create quality control checks to ensure completed components meet a certain standard.

In addition, by using project management methodologies, businesses can ensure that projects are completed on time, within the allocated resources, and to the required quality benchmarks. Project management also helps identify potential problems early on, which reduces project costs, improves project results, and increases client and stakeholder satisfaction. Project management is essential for any organization looking to succeed in today's competitive business environment. Project management is important because it helps ensure that projects reach the necessary quality by balancing the budget, time constraints, and scope.

It involves planning, organizing, and controlling resources to achieve specific goals and objectives. As a result, effective project management can help businesses improve their productivity, efficiency, and profitability. It also helps teams work together more effectively, reducing the risk of miscommunication, conflicts, and other roadblocks. Ultimately, it is essential for success in today's fast-paced, competitive business environment.

2.0 Literature Review

2.1Meaning of Project

A project is any activity upon which resources are invested in anticipation of some benefits. Commitment of resources proceed the inflow of benefits and require planning, since the futuristic aspect of benefits include some degree of risk and uncertainty.
It can be a work assignment that has specific outcomes, definite start and end dates, and established resource budgets. (40)
It is therefore an activity for which money will be spent in expectation of returns and which logically lends itself to planning. It is also the smallest operated element prepared and implemented as a separate entity in a national plan or Programme of Development.

A Project may also be conceived as any investment activity that involves the use of one or more scarce resources during a specific time period for the purpose of producing some economic return B or output at a later date (38).

Chadenet and King (1972), defined a Project as an optimum set of Investment oriented action by means of which a defined combination of human and material resources is expected to raise a determined amount of economic and social development.

To the writer, Project is any activity in which limited resources are consumed or used up in the present with the hope of obtaining some benefit over time. To qualify as a Project, a task must have a definable beginning and end, and requires the expenditure of scarce resources that must be completed in order to achieve the objective for which it is instituted. A Programme is a coherent set of policies, activities and instruments designed to achieve a specific time bound development objectives; this implies that a programme consists of a series of projects.

Within a business, an individual or group of employees are assigned tasks to achieve a particular goal for their product or service. This is known as a project. Project managers develop business projects that are measurable, feasible, time-orientated, and unique. However, how are projects handled? Well, they are controlled by a term known as Project Management. (45)

Examples of Project Types

A common example of a project would be product development. Multiple departments are involved in creating the product, marketing it, selling it, and more. The team that designs a project is different from the teams that manufacture, market, or sell the product. As part of a project, each of these teams would be working with a project manager who helps move the product development from one stage to the next.

2.2 Ingredients of A Good Project Plan

Communication is key to a good project plan. Each team's responsibilities should be detailed with a goal, a time frame, and resources available, for example. Visual explanations such as Gantt charts also are helpful. These are bar graphs that can show each stage of a project and, for example, the time when that stage will take place. This is just one example as the best way to outline a plan for those involved depends on the scope and details of the plan. (46).

(40) tagged it 3 requirements for successfully managing your projects and enumerated them as:

i) Information: Accurate and timely description of plans, risks and performance.
ii) Communication: Sharing information with the team and other stakeholders
iii) Commitment: Determination by individuals, the team and the organization to accomplish the desired results.

2.3 Project Management

At its core, project management is the process of planning, organizing, and overseeing the overall execution of a project from the beginning to its end.
(40) defined it as the process of guiding a project from the beginning through the performance, to the closure. It includes, planning, organizing and controlling efforts invested in a project.
Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Project management has final deliverables that are constrained to a finite timescale and budget.
A key factor that distinguishes project management from just 'management' is that it has this final deliverable and a finite timespan, unlike management which is an ongoing process. Because of

this a project professional needs a wide range of skills; often technical skills, and certainly people management skills and good business awareness. (9)

It is the process preparing, coordinating and carrying out and completing a particular job, occasion or other specific goal employing a variety of processes and skills as well as knowledge and expertise is referred to as Project management. The management of projects is based on specific information, tools, strategies and abilities to provide something useful to individuals.

(45) defined Project Management as the process of planning and executing projects. Project managers use their techniques and resources in order for their team to achieve their objectives before the deadline. The five stages of Project Management, or the Project Management Life Cycle, are initiation, planning, execution, monitoring/controlling, and closing.

Regardless of the type, all projects require an individual or team to utilize resources, tools, knowledge, and skills to provide value to others -- or, in other words, project management.

While (46) defined it as the planning, execution, and monitoring of a series of tasks that have an end goal. Companies embark on project management to achieve a certain process, making sure the proper steps are taken at the right time. This may relate to the company's operations (i.e. moving from one office building to another) or the company's business model (i.e. a technology firm crafting a new software product).

They added that the gener al role of a project manager is to define a project's goals, create an actionable project plan, allocate the essential resources, and manage the project team as a whole. In addition, project managers are responsible for ensuring that projects are completed on time, within budget, and to the satisfaction of the necessary stakeholders. Effective project management requires strong communication skills, attention to detail, and adapting to ever-changing circumstances. It is critical in many industries, including construction, engineering, software development, and marketing, among others.

Example of Project Management

Let's say a project manager is tasked with leading a team to develop software products. They begin by identifying the scope of the project. They then assign tasks to the project team, which can include developers, engineers, technical writers, and quality assurance specialists. The project manager creates a schedule and sets deadlines.

Often, a project manager will use visual representations of workflow, such as Gantt charts or PERT charts, to determine which tasks are to be completed by which departments. We'll touch on visualizations in the next section. They set a budget that includes sufficient funds to keep the project within budget even in the face of unexpected contingencies. The project manager also makes sure the team has the resources it needs to build, test, and deploy a software product.

When a large IT company acquires smaller companies, a key part of the project manager's job is to integrate project team members from various backgrounds and instill a sense of group purpose about meeting the end goal. Project managers may have some technical know-how but also have the important task of taking high-level corporate visions and delivering tangible results on time and within budget.

2.4 Aligning Resources, Objectives and Ensuring Clear Communication
According to (40),

3 Essential Resources to work with in Project Management are:

- People:

Those who decide the result the project should produce

Those who perform the project work and create the results

Those who are interested in the Project

- Process:

Project planning, Organizing and Controlling

Organization, Planning and Budgeting

Organization capital appropriation

Organization performance appraisals

- Information system

Time records: Level of each person's effort on each project activity

Financial Records: Budgets, commitments and expenditures for each project activity

Schedule tracking records: Actual start and end dates of all project activities and actual dates that project milestones are reached.

In project management, aligning objectives and ensuring clear communication among team members is critical. Skilled project managers excel at setting clear goals and expectations, defining roles and responsibilities, and establishing a cohesive communication plan.
By aligning objectives, everyone on the team understands what they are working towards and can focus their efforts accordingly. Clear communication ensures everyone is on the same page and can work together effectively. It also helps to identify and address any issues or challenges that may arise during the project.

According to (38), Everyone involve d in the project is working towards shared goals and the same objectives, which increases the chances of project success. It also promotes clear collaboration and communication among team members, leading to more efficient and effective project execution. He enumerated on the shared goals as below:

i)Quality Control
Quality control measures are implemented throughout the project lifecycle, resulting in a higher quality end product and increased customer satisfaction. Additionally, project management allows for continuous monitoring and adjustment of quality control processes, ensuring that any issues are identified and addressed promptly.

ii)Realistic Timeline
Creating agreed-upon timelines ensures that project workflows are completed on time and within budget, leading to increased efficiency, productivity, and improved client satisfaction.

iii)Save Time and Money
Project management helps to streamline processes and reduce inefficiencies, ultimately saving time and money for the organization.

iv)Managed Risk
A well-defined project can identify and mitigate potential risks before they become major issues. This ensures that projects are completed on time, within budget, and with minimal disruptions.

v)Oversight
All aspects of a project are monitored and controlled, which helps prevent potential issues and ensures that the project stays on track toward its goals.

vi)Transparency

Openly sharing information and progress updates with stakeholders builds trust, improves communication, and ensures everyone is aligned. (59)

vii) Opportunity to learn from mistakes and missteps)

Learning from mistakes and missteps in project management allows for continuous improvement. In addition, it can prevent similar issues from occurring in future projects.

2.5 Components of Project Management

The Project Management Triangle is a helpful way to visualize the four primary components of project management. This model helps visualize the need to balance scope, cost, and time to support a high-quality final product.

The project manager must understand that these variables are usually rooted in place and must determine how to balance these roadblocks without making detrimental tradeoffs at the risk of a less-than-stellar final product. Quality is the overall goal. The components opined (40) are:

i)Time:

Time is one of the most critical factors in project management. You cannot replenish time once you spend it because it is a finite resource. Therefore, managing time effectively is essential to ensure the project's timely completion. Time management involves identifying the required completed tasks, estimating the time needed for each assignment, and creating a schedule that allocates the appropriate amount of time. It also consists of monitoring progress and adjusting the project plan as necessary.

Effective time management reduces the risk of delays and cost overruns and improves the overall quality of the project. Therefore, project managers must prioritize time management throughout the project lifecycle.

ii)Scope:

Scope is a critical aspect of project management that defines the boundaries of a project. It illustrates the project's goals by specifying the tasks, objectives, and deliverables that must be completed. A well-defined scope helps project managers to plan, execute, and control the project effectively. It also helps manage stakeholders' expectations and ensure the project is completed within the allocated time, budget, and resources. Without a clear scope, a project can quickly go off track, leading to delays and unsatisfied stakeholders. Therefore, it is essential to define the scope of a project at the outset and continuously monitor and control it throughout the project.

iii)Cost

Cost is one of the most critical factors to oversee in project management. Project managers must clearly understand the budget and the resources required to complete a project successfully to ensure a high-quality product. Project costs include direct expenses such as labor, materials, and equipment and indirect costs such as overheads, contingency, and risk management.

A project manager must ensure that a project is completed within the allocated budget and that the costs are managed effectively throughout the entire lifecycle. Failure to manage costs can result in project delays, quality issues, and even project failure.

iv)Quality

Quality is the utmost critical element of project management that cannot be overlooked. It is the degree to which a project meets the requirements and expectations of all necessary stakeholders. Quality management involves planning, controlling, and assuring that the project meets the desired level of quality. Project managers maintain project standards by ensuring a balance between time, scope, and cost, resulting in the delivery of a project that fulfills its intended benefits

2.6 The Stages of Project Management

Managing a project is challenging, regardless of the scale and scope. From everyday planning to overseeing the ever-changing demands of stakeholders and clients, many variables can pop up at a moment's notice. One strategy to maintain the order and flow of a project is to break it down into smaller, manageable stages. Each stage (or milestone) may have its own goals, timelines, and deliverables. This compartmentalization makes it easier to control the project and ensure the quality of work. To turn an idea into a deliverable product, most teams follow the project management cycle, which consists of 5 stages:

i)Initiation

The initiation stage is the first phase of the project life cycle. It involves defining the project's purpose, objectives, and scope, as well as identifying the clients and stakeholders and their needs. During this stage, the project manager must determine whether the project is viable and worth pursuing by asking certain questions.

A charter, contract, or statement of work (SOW) is also developed during this stage. This is a formal document that outlines a project's goals, objectives, and scope, as well as the roles and responsibilities of each project team member. The initiation stage sets the foundation for the entire project. It ensures everyone is aligned and on a clear path to accomplish the project's goals and objectives.

ii)Planning

During the planning stage, the project manager and team define the strategy and purpose behind the project scope, objectives, and deliverables. Next, the required resources are identified to estimate the necessary timeline and budget appropriately.

The next step is to create a project plan, which is a detailed breakdown and forecast of each team member's roles, responsibilities, and deadlines. The planning stage involves a great deal of collaboration and communication among stakeholders and project team members to ensure that everyone is on the same page and understands the project's overarching goals and expectations.

A well-planned project is more likely to be successful, as it helps to minimize risks, avoid delays, and ensure that the project is completed within budget and on time.

iii)Execution

The execution stage is where the actual work of the project takes place. Project team members are assigned their tasks and responsibilities and begin working on specific project deliverables defined in the initiation stage. The project manager is responsible for monitoring the progress and deadlines of a project and ensuring that it stays on track.

It is vital to manage these workflows, pinpointing any issues or risks, then adjusting the project plan, as needed. In addition, project managers are responsible for keeping all teams in the loop as the project progresses, especially if given milestones create dependencies that impact the work of team members.

iv)Monitoring

The monitoring and control stage ensures a project is on track and meets its objectives. During this stage, project managers use various tools and techniques to monitor project progress against the original project plan. Additionally, the progress is often held to specific key performance indicators (KPIs). If roadblocks occur, the project manager must identify potential issues and take corrective actions to keep the project on track. Effective monitoring and control help project managers to identify and address issues before they become major problems.

v)Control

Here, efforts are made to ensure that performance or operations are in consonance with the plan and employ corrective measure here necessary

vi)Closure

The closure stage is the final phase of a project, where the teams complete all the remaining tasks and activities to bring a project to a successful conclusion. This stage often involves a series of duties, such as finalizing project deliverables, conducting a final project review, obtaining final client approval, and closing out (or renewing) contracts. (5)
The (46), on the other hand classified the stages into: Initiation, Planning, Execution, Monitoring and closure.

Overall, the project manager is responsible for ensuring that all project objectives have been met (and met with quality), all stakeholders are happy with the completed work, and all project documentation is complete.
The closing stage is critical as it provides an opportunity to evaluate the project's success, identify lessons learned, and apply them to future projects. It also allows the project team to celebrate their achievements and recognize their contributions to the project's success. (32)

2.7 Why more Work are becoming Project-Based

More work is becoming project-based due to several reasons:
A project-based structure allows organizations to be more flexible and adaptable to changing market conditions. For example, companies can employ project-based workers instead of permanent employees for specific tasks or projects that can be scaled as needed. Companies gain access to a broader talent pool, including remote workers and freelancers, who may only be available part-time.

1. Companies often find project-based work more cost-effective, as they only pay for the work that is needed rather than providing benefits and salaries for full-time employees.
2. Project-based work allows workers more control over their schedules and workloads, increasing job satisfaction and productivity. (34)

As a result, more businesses are embracing project-based work as a way to stay competitive and meet the changing demands of their customers and employees. Every project usually has a budget and a time frame. Project management uses a type of triangle process to keep everything moving smoothly, on time, and on budget. That means when the planned time frame is coming to an end, the project manager may keep all the team members working on the project to finish on schedule. Many types of project management have been developed to meet the specific needs of certain industries or types of projects. Three of those types are waterfall, agile, and lean. (42)

2.8 Project Management Styles

Project management styles refer to project managers' different approaches and techniques to plan, execute, and control projects. Several common project management styles are widely used in various industries and organizations.

i)Six Sigma

Six Sigma project management is rooted in the data-driven quality methodology used to improve business processes and reduce defects. Developed by Motorola in the 1980s, it has since been adopted by many other companies. The overall goal is to reduce defects and errors to achieve a quality level of, at most, 3.4 defects per million opportunities

ii)Agile Project Management

An iterative project management approach that emphasizes flexibility and adaptability, agile project management involves breaking down a project into smaller, more manageable tasks and continuously monitoring and adjusting the project plan as needed. Agile project management is often used in software development but can be applied to most projects.

iii)Scrum (a type of agile)

A type of agile methodology that emphasizes sequential and incremental development, scrum is a type of agile strategy that focuses on delivering value and quality to the customer. Scrum teams work in two to four weeks sprints and have daily stand-up meetings to track progress and identify any roadblocks.

iv)Kanban (a type of agile)

A type of agile methodology that focuses on visualizing work and limiting work in progress, Kanban emphasizes continuous improvement and deliverables and encourages teams to prioritize tasks based on customer needs. Kanban boards are used to track workflow progress and provide transparency for team members and necessary stakeholders.

v)Waterfall Project Management

In a waterfall style of project management, each project phase is linear and must be completed before moving on to the next. The process involves a clear set of steps and a defined timeline for each phase. It is a more traditional method that is often used in industries such as manufacturing.

vi) Critical Path Method

The Critical Path Method is a project management technique that involves identifying the sequence of crucial tasks that directly affect the project duration. It involves a detailed analysis of tasks, durations, dependencies, and deadlines, to calculate the longest path of planned activities to the end of the project. (40), (2)

(45), (2) & (36) had slightly different classification as below:

a. Waterfall

Waterfall Project Management is a simple management type; Each step must be completed before going on to the next step. Team members are assigned their tasks before starting the project, indicating that they can only begin their job once their step comes up. Waterfall Project Management is known as the "slow and steady" method.

b. Agile

Agile Project Management is a fast-paced management where team members are generally divided into multiple teams, and each team works on different parts of the project concurrently. Team members are freer to focus on other aspects of the project and can make some changes over time.

c. Scrum

Scrum methodology is a type of Agile Project Management. Parts of the project are broken down into smaller pieces, which are set to be completed quickly, also known as sprints. Meetings occur daily to review progress and address any issues; the meetings are led by a Scrum master.

d. Kanban

Kanban is also a type of Agile Project Management where tasks are examined to figure out the most efficient way for managers and team members to organize the project. A Kanban board is used to monitor team members' progress.

v. Lean

Lean Project Management also focuses on efficiency, but all the work done in the project is focused on **customer satisfaction**. The project is often evaluated to see if the value will give the customer a good experience. This is a continuous process as the business receives more customer reviews, leading to additional project work.

6. Six Sigma

The Six Sigma method is another type of management based on customer needs, as it is used to improve their business process based on customers. The process of Six Sigma is as follows:

2.9 Importance/ Benefits of Project Management

Project management is important because it helps ensure that projects reach the necessary quality by balancing the budget, time constraints, and scope. It involves planning, organizing, and controlling resources to achieve specific goals and objectives. As a result, effective project management can help businesses improve their productivity, efficiency, and profitability. It also helps teams work together more effectively, reducing the risk of miscommunication, conflicts, and other roadblocks. Ultimately, it is essential for success in today's fast-paced, competitive business environment. (5)

Project management ensures that large deliverables are executed properly. Instead of focusing on one large end product, project management usually documents, evaluates, and monitors a series of smaller, more manageable tasks that come together to make something bigger possible. Project management is important because it ensures end goals are achieved. (46)

Project management is a necessary process in many fields that helps organizations achieve their goals and objectives efficiently and effectively. The advantages of project management are considerable, including improved communication, enhanced consumer satisfaction, better risk management, and increased productivity. (4)

2.10 Project Management Tools

To help with organizing and staying on top of tasks, the industry of project management usually leverages a handful of tools. These tools have been touched on throughout this article, but we'll call them out more specifically now. Note that projects that differ in size or scope may call for additional tools, and some smaller projects may be able to do without some of these tools altogether.

- **Project management software** provides a digital platform for organizing, planning, and tracking project activities. Some more common project management software tools include Microsoft Project, Asana, Trello, or Jira.
- **Communication tools** facilitate real-time collaboration and communication among project teams, stakeholders, and project managers. For example, Slack is a popular messaging platform that lets team members to communicate through channels, direct messages, and file sharing. Other examples include Microsoft Teams or Zoom.
- Project managers usually rely on **document management systems** to store, organize, and share project documents. These repositories can range from SharePoint, Google Drive, or DropBox. Document management systems ensure that team members have access to the latest project documentation.
- For companies that want to know what time is being spent on what task, **time-tracking software** allows team members to record what they've been up to. Platforms like Harvest offer time tracking, expense tracking, and invoicing features, helping project managers monitor project progress. This may be really important for some projects, especially if items are being billed to a client. Another example of this type of tool is Toggl.
- Last, project management entails **risk management tools**. Something like Risk Register can help identify potential risks, their likelihood, and their potential impact on project objectives. Meanwhile, internal model simulations like Monte Carlo can analyze probability distributions. (46), (6) and (4)

2.11 Project Management Challenges

Project managers have a duty to balance the elements of a complex project – time, money, scope and people – which exposes them to an array of unexpected obstacles to overcome. To help put things in perspective, here is an overview of ten project management challenges and solutions for conquering them. Many roadblocks that arise with project management stem from three primary problems.

In another vein, (51) & (14), enumerated the challenges of Project Management to include:

i). Project management triangle: time, cost, scope/quality

The biggest and one of the most important challenges we all face in our projects is the following: We want to deliver the projects to the agreed objectives, on time and within budget. In my opinion as a project manager, schedule management is one of the most difficult tasks in project delivery according to the triple constraint of the project. This time factor must be balanced in relation to the overall scope of the project. A project manager can make every effort to achieve this at the final delivery. If objectives and scope are not clearly identified, the whole project and the team may suffer. Scope changes are also one of the biggest challenges, also known as "scope creep", that I face on many of my projects; in many of these cases, customers have requested a change in specification and final scope.

ii). Project Resources Challenges

Every project and every organization depend on effective deployment and finite adequate project resources, whether it is manpower, machinery or infrastructure. In my opinion, the lack of resources will certainly always be a challenge for a work planning and also for an ongoing task, so the main task of a project manager is to use the resources and to deploy them with reference to the progress of the project with the amount provided in the budget. Proper resource planning and utilization is also one of the skills of a project manager.

iii). Stakeholders and People Challenges

Stakeholders are probably the most important resource in any project, and as a project manager I have faced the challenge of controlling their expectations on many occasions. Stakeholder management also plays an important role in project management to become a successful project manager, and stakeholder management is quite important for project success. Yes, it is an organizational role that enables people to be managed efficiently.

iv). Project Management Communication Challenges

Project management inputs, tools and techniques as well as outputs and project details should be transparent to all stakeholders and team members who are jointly involved in the project during the project life cycle with the project manager. As a project manager it is my first duty to inform my project team about all project details and techniques that we can use during the project life cycle to achieve the final project objectives.

v). Technical Challenges

During the project life cycle, a project manager always expects technical changes. I can say that in many cases the technical requirements can change depending on the customer's needs, or the uniqueness of the project. So as a project manager I must always be qualified to face these challenges during my projects. Many times, I have had to face continuous drawings revisions, BOM changes, technical scope creep and so on.

vi). Legal and Statutory Challenges

We know that a company has to deal with law and legislation when embarking on a project. The organization must therefore determine which legal system it will apply to its projects when operating at national and international level. There will also be various statutory approvals before and after project execution, such as licenses and government approval, which are required to set up the project. A project manager is therefore always up to date to avoid last-minute project delays.

vii). Project Environments Challenges

Knowing that a project is not carried out in a vacuum, a project manager, in order to deliver or execute a successful project, must be aware of the internal and external factors that can affect the project.

Yet another view by (40) outlined the challenges to include:

- Not involving all key project stakeholders
- Vague and unclear objectives
- Vague or non-existent role and responsibility definition
- Incomplete and inaccurate schedules and resource needs
- Not identifying and sharing key project assumptions
- Not writing down key information
- Inaccurate and late progress monitoring
- Not holding people accountable for performance
- Not anticipating and planning for risks and uncertainties
- Poor team communication
- Weak team leadership
- Inconsistent upper-management support
- Lack of commitment by all team members to the success.

Cruz (54) & (8), equally identified 7 challenges & solutions as follows:

Challenge #1: No clear project goals

This usually comes with:

- Poor communication: No one knows what they're supposed to do
- Scope creep: Working on other tasks not related to the goal
- Budget issues: Extra work leads to additional expenses

The smartest way to set goals is well…to create SMART goals

A SMART goal can be defined as:

- Specific: Answers the 'who,' 'what,' 'where,' 'when,' and 'why'
- Measurable: Has criteria for measuring project progress
- Achievable: Can be reached by your project team
- Relevant: Aligns with the company's missions
- Timely: Has a deadline

Clear goals are crystal clear and get your team out of an existential crisis.

During the project planning stage, you can create this goal using the Goal feature. This way, you can see what you need to work on the goals will be accomplished by objectives which must specific with set target

Challenge #2: Budgeting troubles

Let's say you're a sanitation commissioner here, to keep every stakeholder happy, you implement some fantastic ideas like round-the-clock pickup, emergency clean-up services, and fancy new trucks. They might not have estimated how much their ideas would have cost during the project planning phase. Or they didn't check whether they've exceeded the budget until it's too late.

And if projects continuously go over budget, your organization will be like the Titanic. It'll be hard to keep it afloat and your project team would evacuate when you fail to pay them enough!

How to keep projects under budget

To keep your expenses in check, adopt a project management tool that can prevent spending too much; Here's how: Break down the project budget using custom to assign a fixed budget for every task, resource, etc You can even make quick or complex calculations with formula field. Use it to calculate a freelancer's billable hours, cost of marketing campaigns, and morel if you're looking for an easy way out, you can always apply super-quick Accounting Templates to your workspace.

Challenge #3: Ineffective communication

You wouldn't skydive if your parachute had a 50-50 chance of failing, right?

Similarly, you wouldn't want to manage projects without maintaining effective communication.

According to project Management Institute (PMI), 56% of projects **fail** because the team members and the project leader weren't on the same page, this can lead to confusion as team members would have conflicting opinions about how they *think* they should do a task. Additionally, if managers don't share enough information with their employees, such as during a kick off meeting, the team would have to frequently approach their desk for clarification.

How to maintain effective communication

The first step is to set up a knowledge base for your organization. This will contain information about certain processes, tools, guidelines that your team should follow.

Challenge #4: Poor resource management

Before we talk about this common challenge, we need to define what a 'resource' really is,It can refer to your team members, finances, skills, or even a pet who's by your side as you focus on remote work. Resource management involves planning, scheduling, and distributing them throughout the project life cycle. However, if you don't allocate your resources well, you might run into two problems: You'll waste lots of resources (for example, your team's productivity) and place unnecessary pressure on other teams to pick up the slack. For example, you might overwork your project team by asking them to work on weekends to meet deadlines or run out of resources quickly.

How to allocate resources effectively

There are two ways to deal with resource management: the easy and the hard way. The hard way requires an Excel spreadsheet to keep track of who's working on which task. You'll have to spend hours manually creating and updating the sheet. The last time we checked, workload management

is about reducing your work, not adding onto it. Fortunately, the easy way involves using project management software.

Challenge #5: Workflow management

When your entire team and the project manager are so busy with tasks, they don't have time to worry about the workflow and communication. That's exactly what causes most challenges of project management. If everyone works independently, no one knows what other team members are doing or has any idea how the project is progressing. Additionally, your processes might slow down to a grinding halt, and no one would know why. All of this confusion would lead to some perplexing meetings.

How to implement workflow management

One of the most important project management activities is mapping out the workflow. Usually, this can be done while you're creating the project plan. An interactive Gantt chart (like the one in our Gantt view) lets you create this timeline in a snap. Just add a task List to the view, and you can drag and drop them around to schedule tasks. You can also draw a line between tasks to mark dependencies (tasks that can't be done until a previous task has been completed).

To prevent the team from taking too much work in one go, you can add a work in Progress Limit

Here's what Automation can do:

- Add a Template when a task is created
- Set task priority as 'High' when the deadline approaches
- When a due date arrives, then send an email
- Or create your own Automation based on your specific needs

Challenge #6: Unrealistic deadlines

Some managers always seem to impose a project deadline that the team can't meet, the project manager may be under pressure to meet the expectations of the stakeholder. Or it could be these deadlines were planned aggressively in order to release a product before the competition does (like in the software industry). Constantly asking the team to deliver multiple projects with impossible time frames will lower the team's morale and productivity. And their deliverables won't look good, which will only make the stakeholder angrier.

How to deal with unrealistic deadlines

Start by asking your stakeholder or client why they need a project at a given time. You might even find out they have a self-imposed deadline for no rational reason, so you both can figure a more achievable date. Your project team members can track how long it takes to complete a task with the Global Timer Based on the time tracked, you can even set estimates for each task. This way, your team knows that you expect them to complete the task (and the entire project) in a reasonable time. When you found the perfect project deadline date, check out the Calendar view to ensure that it doesn't coincide with any other important events.

Challenge #7: Lack of accountability

Let's suppose something goes horribly wrong during the project life cycle and the project is set back four weeks. Instead of focusing on the project execution, your team might try to avoid any consequences and pin the project failure on other members. But that doesn't mean your team is

being lazy or malicious. It could be that the project leader didn't clearly communicate who's responsible for certain stages of a complex project. (13)

How to build team accountability

Before you kick off the project, assign tasks to each team member. You'll also have to ensure that they know what's expected of them. Create checklists for each task, and assign each item of the list to a team member. This helps define who's accountable for a particular part of the project.

3.Theoretical Background

The theory of project management can be divided further into three theories, namely planning theory, execution theory and controlling theory. The processes associated with these three theories form a closed loop where the planning processes provide a plan that is achieved by executing processes. Any difference from the initial plan is corrected through controlling processes (56 & 52). What (56) & (52) means in the above paragraph is that project management is dominated by management as planning, the dispatching model, and the thermostat model. According to (39), these criticisms are well known where a lot of weight has been put on planning while almost ignoring the execution part. Authorization has been the main relationship between planning and execution. Control is where deviations from set parameters are corrected. The assumptions here includes performance standard are defined, a causal relationship exists between management actions and project outcomes; and that management actions can return the project to the desired state (53).

The theory of planning is made up of different knowledge areas. The process of planning comprises of ten core processes namely scope planning, scope definition, activity definition, resource planning, activity sequencing, activity duration estimating, cost estimating, schedule development, cost budgeting, and project plan development. These ten processes which are also called project plans provide an input to the executing processes. The output from these processes, the project plans, make up an input to the executing processes. (9). When this theory is compared to theories in the operations field, it is revealed as that of management-as-planning (26), (13)

i)Complexity Theory

Every project has some dimensions of complexity. Complexity theory helps understand the social behaviors of teams and the networks of people involved in and around a project. The idea of complexity theory is used to both small projects and large programs, and hence 'complexity' is not a synonym for complicated or large. The use of complexity systems in the field of strategic management and organizational studies is called complexity strategy or complex adaptive organizations (52).

Organizations are adaptive; in that the individual and collective behavior changes and self-organize corresponding to a change-initiating micro-event or collection of events. Very complex programs require a high level of expertise in stakeholder management to deal with their complex requirements. It therefore becomes very difficult to fully plan this type of projects because the scope and requirements keeps on changing as time moves. But political and commercial pressures require as much certainty as possible 'upfront (35). Project management has been simplified by complexity theory as traditional models have been found lacking to current challenges. The new approach of project management using complexity theory advocates to forming a culture of trust that encourages new ideas and cooperation *(*57).

ii)Communication Theory

According to (37) communication theory is the process of human communication. On the hand Ruben (5) says that communication is any "information related behavior." He says it is the "sharing of ideas and feelings in a mood of mutuality." Other definitions emphasize the significance of symbols, alleging that it is the transmission of information, ideas, emotions and skill by the use of symbols. The main problem about communication is the ability to reproduce at one point either exactly or approximately a message selected at another point (41).

iii)Change Theory

By studying the theory of change, implementers of these project will have a clear understanding of the implementation process of inland container deports in Kenya and its outcome by making assumptions explicit. Theories of change are grounded theories that are developed from data. Although sometimes it is puzzling about what the data means, it is important to note that social realities are characterised by ambiguity and, secondly, that there are ambiguities in the theories generated (48). A theory of change (ToC) can be effectively used to evaluate complex innervations where it takes into consideration the implementation process, the project context and impact to intended beneficiaries (49).

Empirical Framework

According to the Pulse of the Profession report by PMI, Brazil loses an average of 133 million dollars for every one billion spent on projects, a value 14% higher than the world average – which alerts to the need to seek more effective solutions (23).

Human resources management is a challenge since it deals with human beings which is verified by ROI, not merely with regard to money, but also in performance efficiencies, but in organizational best practices. Without any doubt, technological innovations represent a critical factor in handling HR challenges by facilitating alternatives which will optimize overall project successes (60).

Unclear relationships between standards and performance, lack of financial incentive and strategies to align intangible outcomes, time-consuming decision making process by clients; remuneration scale; symmetric biases and influence of culture in project outcomes, delay in responding to request for information; project management maturity at project and organizational levels, shortage of skilled labour force, shortage of materials; setting up the key performance indicators for supplier elevation, clarity and rework activities. (55)

Conclusion

Project Management is necessary for a project to be successful. All projects must have a well-displayed plan along with the use of skills and knowledge to create the best outcome possible. There are several types of Project Management that you and your team can implement toward your project.

Project management is an important part of bringing different teams or different departments together to achieve a singular goal. If creating a product, for example, someone needs to design it, someone needs to build it, someone needs to test it, someone needs to market it, etc. The project manager helps define the ultimate goal of the project and set forth a timeline for how and when that project will be achieved. that is to begin the implementation of the project at the early stage of the management plan. Effective scope management should be employed as this will help mitigate the risk of interruptions due to unexpected scope creep. That way, for example, product testers and product marketers can know what to expect and when to expect it—as well as what they are expected to achieve when the project reaches their respective stages

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