

Project management practices and implementation at Government and Private enterprises

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Abstract - Due to several reasons including lack of resources, poor planning, lack of time, lack of labor, and others, the majority of organizations have failed to finish their projects. Organizations use a variety of frameworks or recommendations to combat the current problems. A developing idea that establishes and upholds project management standards within an organization is the project management office (PMO). Despite the widespread adoption of project management in India's public sector, private companies have mostly stuck to tried-and-true practises. A descriptive survey approach was employed for this study. The study's target population consisted of the 703 licensed architectural, quantity surveying, and engineering firms that were engaged in capital-intensive building construction projects. According to the study's findings, effective building construction was significantly and favorably related to resource planning, monitoring, top management support, and communication.

Keywords - PMO, public sectors, framework, Project management, Implementation

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INTRODUCTION

The process of project management explains how to employ tools, strategies, and other resources to plan activities and ultimately meet project needs. Additionally, the processes of starting, planning, carrying out, monitoring, and controlling, as well as closing, are used to achieve project management. Since projects are brief, they have a clear beginning and finish, which makes them distinct from operations that are repetitive, long-term or even semi-permanent functional activities to develop goods or services. The subject of project management in private businesses has been studied extensively. Project management is a field that is well-established among businesses in the commercial sector, but it is still uncommonly used in non-profit organizations. Project management is not included in non-profit management handbooks, and there is little information on how to implement projects in this industry in terms of research. However, the outcomes of empirical investigations offer significant insights that merit additional research and growth. This might possibly be more pronounced in social enterprises.

Project Management Practices (PMP)

The phrase "project management practice" has multiple different meanings. While some authors use it synonymously with verifiable performance and correlate it with project management expertise, Others

define it more simply as "the use of project management methods in practise." The word "practice" has also been replaced with the word "approaches," although with the same meaning. The phrase has also been linked to the project management maturity model, demonstrating the importance of project management techniques to an enterprise's capacity to maintain project momentum and expertise. explored the use of methods and equipment to evaluate project management techniques' effectiveness. The usage of processes (Winch, 2004) and personnel are two more facets of project management practice that have been noted in the literature. According to Jarzabkowski (2004), "practise" is "a set of rules and standards or a body of knowledge that prescribes, either expressly or implicitly, how the practitioner should behave or perform in a given situation." These procedures can be described in documents that list the organization's best or preferred practices or in narratives that show how things are carried out there. Tools and methods indicate extensive bodies of knowledge, procedures indicate a wide range of conventions and laws, and the practitioner's action is the use of people, according to Jarzabkowski's definition and the various explanations of "project management practices." Project management practise in a public organisation is defined in this research to aid government agencies in the administration of public projects as a "project management system demonstrating specific project management tools

and techniques that will enhance management processes through the actions of a project manager or professional."

LITERATURE REVIEW

Cynthia Akwei et.al (2020) Governments in Ghana have spent a great deal of money on socioeconomic development projects and initiatives throughout the years. Most of these initiatives, however, have been scrapped after failing to gain traction. However, studies exploring this problem and the particular causal process by which politics and culture affect these unsuccessful implementations and programme abandonments are few. Partisan politics, characterised by a strong preference for one's preferred political party, adherence to party policies, and a reluctance to compromise with political opponents, provides an appropriate framework for clarifying the role of politics in discussions of the ineffective implementation and abandonment of programmes and projects. Using theoretical frameworks and existing research on partisan politics, this study investigates the role that partisanship plays in the failure and ultimate abandonment of government programmes and projects in Ghana. Partisan politics in Ghana shapes three aspects that we see as contributors to the problem: corruption in government, poor preparation, and sloppy execution. The country's cohesiveness and economic growth are hampered as a result.

Muhammad Irfan et.al (2021) Poor planning and incompetence on the part of a project management continue to be at the heart of the failure of many public sector initiatives, despite the fact that the world has advanced rapidly. To this end, it is important to assess a model that determines how project success in the public sector is affected by factors such as advance preparation and the skills of the project manager in the current day. Furthermore, The goal of this study is to assess how well project planning and the project manager's skills stack up against one another within the context of the Project Management Institute's prescribed methodology for project management. To investigate this relationship, 260 project engineers from Balochistani government and non-government organisations with active project portfolios were polled for this study. Results suggested that public sector project success was significantly influenced by competent planning. It was concluded that public sector project planning is more important than private sector planning. As a consequence, the research concludes that in the future, it will be important to pay careful thought to planning and the skills of a project manager.

Ebenezer Essilfie-Baiden (2019) No matter how closely a project adheres to a generally acknowledged standard, it is always carried out and overseen on a local level. Many factors, including the project's kind, site, owner, goals, and scope, may have a major influence on the management approach adopted (Chmieliauskas). Consequently, In order to understand

and successfully manage projects in developing nations, it is essential to analyse existing methods of project management in the context of these countries. However, project management research in those nations is still in its infancy and has not gotten enough attention (Jekale, 2004). In addition, Information on the area, in particular, is scarce. In addition, a lot of the current books and articles concentrate on government and philanthropic "development programmes." As a result, it is challenging to track down any written material on private-sector project management or literature on private-sector project management as it pertains to the management of development projects. It is challenging to locate literatures written on project management from the perspective of contractors since almost all publications in the area are released from the perspective of the client or financier. Even in the developed world, this seems to be the case for projects. This review is an effort to condense the disparate accounts provided in the following paragraphs. Many organizations, both public and commercial, have turned to project management techniques to address pressing issues, make the most of limited resources, and advance crucial goals (Andersen, 2008). As resources are highly few and, in most circumstances, completion of project aim is exceedingly vital, project management has a particularly high potential value for developing nations, and its appropriate implementation may be critical. Research by (Voropajev, 1998) supports the idea that PM is crucial in economies in transition much more so than in industrialized nations. Projects in emerging nations tend to focus on economic growth, the consequences of a project's failure can extend far beyond the money lost. For example, the failure of a project could mean the "death" or postponement of many children's hopes of attending school or the hope to save many from poverty and frequent drought. Similarly, successful initiatives in undeveloped nations might significantly contribute to the quality of life for millions.

Rehema Nyanchoka Ocharo et.al (2018) The practices of project management refer to the underlying concerns that are integral to the project and must be maintained for good teamwork. They are perpetual in nature, requiring upkeep on a daily basis throughout the project's duration. It would be fascinating to see how well-versed project managers in the electricity industry are in project management methods and the ways in which elements under their control affect project results. The researchers in this study set out to learn how the involvement of stakeholders in the planning, monitoring, and assessment of power sector initiatives in Kenya affected the outcomes of those endeavors. An explanatory survey research approach was employed for this investigation. Theory from the fields of stakeholder analysis and resource-based thinking served as the study's theoretical foundations. Organizational leaders, project managers, engineers, consultants, procurement, and accountants working on power sector building projects made up the research population. A survey

was conducted among the 380 people working on company initiatives. The majority of information was gathered using self-administered questionnaires. The data was analysed using descriptive statistics including frequency counts, percentage breakdowns, and averages and standard deviations. Most electricity projects in Kenya are well-planned, according to the report, but execution falls short of expectations due to a lack of adherence to project monitoring, assessment, follow up, evaluation, and feedback. Involving all stakeholders in the project's design, monitoring, and control as well as its assessment is a key recommendation of this research. There should be an evaluation procedure in place for every project, and ideally it would be a participatory one that allowed for open discussion of both difficulties and achievements throughout execution.

Azamat Oinarov et.al (2017) Methods for managing projects might be implemented differently from one nation to the next. One's choice for a certain approach is heavily influenced by the characteristics of the project management software being used. The paper's goal is to get readers thinking about the necessity for a distinct project management approach for public-private sector initiatives, as opposed to just providing a general framework for doing so. The purpose of this paper is to provide actionable suggestions for enhancing public-private project management practices as they now stand. However, the private sector has used contemporary approaches, often based on the experiences of foreign investors, with some success. This paper reviews existing international project management methodologies and develops helpful recommendations on the methodology, most suitable for a developing country's public-private sector, using Kazakhstan as an example, because of the limited exposure the public sector has had to the best of project management methodologies from around the world.

RESEARCH METHODOLOGY

To locate relevant research, we designed a review methodology based on Kitchenham's systematic analytic strategy. Three broad categories describe the fundamental steps of: preparation, action, and evaluation. During the planning phase, we formulated research topics that are shown in Table 1. All of these research questions are meant to help you solve those organizational problems.

Table 1: Research questions and research objectives

RQ1	What are the related works on project management practice for PMO in organization?
RQ2	What are the effective techniques and tools in project management practices
RQ3	What are the main factors that hinder achievement of projects goals?

The research method used in this study was a descriptive survey. The 703 licensed architectural, quantity surveying, and engineering businesses that

were the focus of the research were selected because they were engaged in capital-intensive building construction projects. With the use of stratified selection, 96 projects were chosen for the research. With the aid of the study assistants, the surveys were self-administered. The data was analyzed using descriptive statistics including means, medians, and variances.

DATA ANALYSIS

Thirteen publications were analyzed, all of which explored PMO and public sector project management methods and were published between 2010 and 2019. We categorized each publication based on the sort of contribution made to the field, the area in which their method might be used, and a summary of the relevant works on framework, model, methodology, and method for PMO in public organizations. In Table 2 you'll find the final findings.

Table 2: Related Works in Project Management Practices For PMO

Source	Model/ Framework	Approach Tool	Method/Technique	Domain
Linde and Steyn (2016)			Quantitative	Organization
Al Ameri (2016)	/	/	Survey	Organization
Salameh (2014)	Review paper			Organization
Kumar and Priyadarshini (2016)	/	/	/	Organization
Ajmal et al. (2017)	Review paper for the successful implementation of PMO			Organization in UAE
Clifton (2015)	/			Organization
Linde and Steyn (2016)		/	/	
Kiani, Yousefi, Nouri, Khadivi, and Mehrabanfar (2015)			Quantitative analysis on effects of PMO have on the successful of the project.	Organization
Munyoki and Njeru (2014)			Qualitative approach related on the factor of PMO operation	Organization
Bolles and Hubbard (2015)	Framework Project Business Management			Organization
Hubbard and Dolles (2015)	/	/		Organization
Monteiro, Santos, and Varajão (2016)	/	/	Approach: PMCoE	Organization
Garfein (2005)	/	/		

Table 2 provides a brief overview of the research. The methodology of project management has been validated as a valid framework for understanding organizational routines. Also, PMO is identified as a key factor, although to yet, there has been no dedicated research into this area. Even though there have been a lot of studies done on project management in recent years, not many of them have concentrated on the issue in the context of public sector companies, much alone those in India. Smart government, on the other hand, is the next stage of government that makes use of a wide range of emerging technologies and innovative approaches to project management. This is especially true when considering the lack of studies aimed at elucidating

PMO project management practice in public organizations.

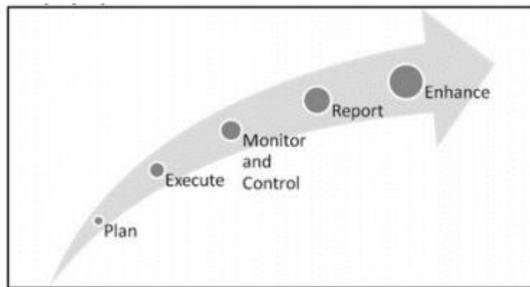


Figure 1: Implementation stages of PMO, Source: (Salameh, 2014)

Additionally, Salameh (2014) was laying out a number of steps that should be followed during the PMO's initial setup. In the first scenario, Salameh interestingly concludes that PMO development should be treated as a separate mission. This means that the time, money, and effort put into the PMO are critical considerations for management as they lay the groundwork for the project. For the PMO to be successfully established, The study details whether or not a charter should be provided, the approach to be taken to promote communication, the transitional engagements, and the actual implementation. Salameh suggests a concept he calls the PMO's high-level stages. See the picture below for a visual representation of the Salameh's top-level stages (2014).

Table 3 Correlation Analysis

		Top Management Support
Effective Project Implementation	Pearson Correlation	.327**
	Sig. (2-tailed)	0.008

Also, there was a positive and statistically significant correlation found between the two variables after controlling for assistance from upper management ($r=0.327$, $p=0.008$). The study details whether or not a charter should be provided, the approach to be taken to promote communication, the transitional engagements, and the actual implementation.

Top-level management support was analyzed using a linear regression model to see how it affected the success of construction projects.

Table 4 Model Fitness

R	R Square	Adjusted R Square	Std. Error of the Estimate
.519a	0.269	0.261	0.42704

With a R square of 26.9%, the findings suggested that the variable support from upper management adequately explained the independent variable successful construction project execution. It was determined that this factor accounted for 26.9% of the variance in successful construction project execution.

ANOVA The outcomes of top-level management's involvement and the successful completion of construction projects are shown.

Table 5 ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.707	1	5.707	31.297	0.021
Residual	15.501	62	0.182		
Total	21.208	63			

According to the analysis of variance, there is a statistically significant correlation between high-level management's backing and the successful completion of construction projects in the built environment ($p=0.021$). F-statistical analysis showed that top-level management's endorsement is strongly related to successful completion of construction projects.

Further, the findings of a regression analysis of the coefficients of top-level management's support and successful building construction project execution were shown.

Table 6 Regression of Coefficient Results

	B	Std. Error	t	Sig.
(Constant)	1.781	0.38	4.691	0.000
Top management support	0.542	0.097	5.594	0.001

Coefficients from a regression analysis showed a positive and statistically significant association between leadership buy-in and the successful completion of construction projects for buildings ($= 0.542$, $p0.001$). A t statistic of 5.594, which is larger than the t statistic of 1.96 that was estimated, lends credibility to the results.

CONCLUSION

A literature assessment of the Project Management Office (PMO) and consideration of its impact on the Indian government's operations form the basis of the perspective offered in this article. Due of the breadth of PMO, doing a literature review of all the material that pertains to the issue may be a formidable task. For this study, we carefully followed guidelines for literature reviews to choose relevant publications for analysis. Without great or decent support from upper management, project execution will fail. Chief executives at construction firms need to steer their teams toward success in achieving the project's goals and provide inspiration and direction to those working on the ground.

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