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Chief Editor

Dr. J.B. Helonde

Executive Editor

Mr. Somil Mayur Shah

ABSTRACT

Project control structure offers the project manager and team with composition, procedures, management models and gear for organizing the project, while sustaining and scheming the project for profitable conveyance. The broad objective of the study was ascertaining project governance in achieving project success amidst corona virus (COVID-19) pandemic by responding to the broad research question on: How was project governance in achieving project success amidst COVID-19? From the time when the corona virus (COVID-19) occurrence was first detected, it has proliferated to more than 200 countries. The COVID-19 pandemic is pessimistically affecting global economic growth further than anything experienced in nearly a century. In this regard, the effect on project governance is not exceptional. Approximation, hitherto, points out that the virus could reduce global economic growth by 3.0% to 6.0% in 2020. The fact that projects are not permanent in makeup, the accomplishment of the project should be considered in provisions of implementing the project contained by restrictions of scope, time, cost, quality, resources, and risk as accepted among the project managers and senior management. It is against this background that the study sought ascertaining project governance in achieving project success amidst COVID-19 pandemic. Target population was functioning projects. The sample size was 45 Managers that were chosen by purposive sampling technique. Qualitative data was investigated by the inductive process of constructing from the data to broad themes and then interpretation. Quantitative data was analysed by use of descriptive statistics. A self administered questionnaire was used to collect data. The findings were that Project Scope Management, Project Duration Management, Project Quality Management and Project Resources Management were disappointingly affected. Further, there were factors that negatively affected project governance and project monitoring strategies were implemented. The conclusion is that COVID-19 has negatively affected project governance in achieving project success.

Key words: Corona virus, Pandemic, Project governance, Project success.

1. INTRODUCTION

Project control is a management role that is associated with the institution's control model that includes the project life cycle (Abdulla, & Al-Hashimi, 2019; Al-Hajj & Zraunig, 2018) Project control structure offers the project manager and team with composition, procedures, management models and gear for organizing the project while sustaining and scheming the project for profitable conveyance (Banda, 2019; Majeed, 2019; Chilongo, & Mbetwa, 2017; Jacobs, 2017). Project control is a significant ingredient of any project, particularly on multifaceted and dicey projects. It presents a complete, dependable technique of scheming the project and guarantee its accomplishment by describing and recording and conversing dependable duplicate project practices (Naeem *et al.*, 2018; Shah, & Patel, 2018; Mladen, & Mariela, 2017; Muszynska, 2016). It comprises a structure for crafting project decisions; describes tasks, accountabilities, and responsibilities for the accomplishment of the project; and decides the usefulness of the project manager (Suresh, & Sivakumar, 2019; Rabia, 2018; Ngomi, 2017; Rosli, 2017).

From the time when the corona virus (COVID-19) occurrence was first detected, it has proliferated to more than 200 countries (Jackson *et al.*, 2020; McKibbin & Fernando, 2020; Fernandez, 2020; Ozili, 2020). The COVID-19 pandemic is pessimistically affecting global economic growth further than anything experienced in nearly a century. In this regard, the effect on project governance is not exceptional. Approximation, hitherto, points out that the virus could reduce global economic growth by 3.0% to 6.0% in 2020 (Ozili & Arun, 2020; World Bank, 2020; International Labor Organization, 2020). The fact that projects are not permanent in makeup, the

accomplishment of the project should be considered in provisions of implementing the project contained by restrictions of scope, time, cost, quality, resources, and risk as accepted among the project managers and senior management. It is against this background that the study sought ascertaining project governance in achieving project success amidst COVID-19 pandemic.

2. METHODOLOGY

The broad objective of the study was examining project governance in achieving project success amidst corona virus (COVID-19) pandemic by responding to the broad research question on: How was project governance in achieving project success amidst COVID-19? Pragmatism was the paradigm of philosophy that supported the mixed research method used. The mixed method strategy of inquiry was convergent parallel. A self administered questionnaire was the instrument for data collection. The target population was active projects, thereby giving a sample size of 45 Managers that selected by purposive sampling technique. Data analysis for qualitative was done by an inductive logic process by building from a specific environment to generalization while quantitative was done by a deductive logic process by building from a general environment to specific.

3. FINDINGS AND DISCUSSION

The findings and discussion are based on the research questions that provide answers on: Change in project governance in achieving project success; factors affecting project governance in achieving project success; and measures taken to support project governance in achieving project success. The outline of the findings and discussion is presented in three sections namely A, B, and C.

3.1 Section A

Section A provides the findings and discussion on variables of interest in answering the following research question.

3.1.1 What change was in project governance in achieving project success; factors affecting project governance in achieving project success?

In order to provide the answer to the first research question, opinion was sought from the respondents and the results are indicated in the following Tables.

3.1.1.1 Change in Project Scope Management amidst COVID-19

Managing Project Scope comprises the procedures needed to make sure that the project undertakes all the work involved, and only the work involved, to complete the project successfully. Managing the project scope is principally involved with describing and managing what is and is not contained in the project. Table 1 summarizes opinion of the respondents regarding changes in project scope management amidst COVID-19 pandemic. Results of the survey show that the majority of the respondents, 80% indicated agreement that there was a change in the project scope as a result of COVID-19 pandemic. Further, 11.1% did not agree while 8.9% were undecided.

Table 1: Change in Project Scope Management amidst COVID-19

There is Change in Project Scope Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.4	4.4	4.4
	Disagree	3	6.7	6.7	11.1
	Neutral	4	8.9	8.9	20.0
	Agree	15	33.3	33.3	53.3
	Strongly Agree	21	46.7	46.7	100.0
	Total	45	100.0	100.0	

Source: Field Data

3.1.1.2 Change in Project Duration Management amidst COVID-19

Project Duration Management involves the processes needed to control the judicious completion of the project. The synopsis of Project duration management is as follows: The process of ascertaining the policies, procedures, and documentation for preparing, setting up, administering, implementing, and controlling the project schedule;

The process of recognizing and recording the exact actions to be executed to realize the project deliverable; The process of recognizing and recording correlation among the project activities; The process of approximating the frequency of work periods required to complete particular activities with approximated resources; The process of investigating activity succession, periods, resource needs, and schedule constraints to create the project schedule model; and the process of checking the standing of project activities to inform project advancement and deal with changes to the schedule baseline to achieve the plan. Table 2 indicates opinion of the respondents about change in project duration management in their organization amidst COVID-19 pandemic. The study reveals that the majority of the respondents, 84.5% indicated agreement that there was change in the project duration as a result of COVID-19 pandemic. Subsequently, 11.1% were in disagreement while the minority, 4.4% were undecided.

Table 2: Change in Project Duration Management amidst COVID-19

There is Change in Project Duration Management amidst COVID-19					
		Freque ⁿ c	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.2	2.2	2.2
	Disagree	4	8.9	8.9	11.1
	Neutral	2	4.4	4.4	15.6
	Agree	17	37.8	37.8	53.3
	Strongly Agree	21	46.7	46.7	100.0
	Total	45	100.0	100.0	

Source: Filed Data

3.1.1.3 Change in Project Quality Management amidst COVID-19

Project Quality Management involves the procedures and activities of the executing organization that decide quality policies, objectives, and responsibilities so that the project satisfies the requirements for which it was implemented. Project Quality Management uses policies and procedures to realize, within the project's framework, the organization's quality management structure and, as suitable, it sustains uninterrupted process enhancement activities as carried out on behalf of the performing organization. Project Quality Management performs to make sure that the project requirements, including product requirements, are achieved and authenticated. Project Quality Management focuses on the execution of the project and the deliverables of the project. It relates to all projects, despite the nature of their deliverables. Quality measures and techniques are precise to the category of deliverables being generated by the project. Table 3 shows the opinion of the respondents regarding changes in project quality management amidst COVID-19 pandemic in their organizations. Results show that the majority of the respondents, 80% indicated agreement that there were changes in project quality management as a result of COVID-19 pandemic. Further, 15.5% were in disagreement while 4.4% were undecided.

Table 3: Change in Project Quality Management amidst COVID-19

There is Change in Project Quality Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.4	4.4	4.4
	Disagree	5	11.1	11.1	15.6
	Neutral	2	4.4	4.4	20.0
	Agree	21	46.7	46.7	66.7
	Strongly Agree	15	33.3	33.3	100.0
	Total	45	100.0	100.0	

Source: Filed Data

3.1.1.4 Changes in Project Resources Management amidst COVID-19

Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. The inputs for project resource management include: project charter; project management plan; project documents; enterprise environmental factors; and organizational process assets. Further, the tools and techniques include: expert judgment; data representation; organization theory; and meetings.

Subsequently, the outputs include: resource management plan; team charter; and project documents updates. Table 4 presents opinion of the respondents regarding changes in project resources management as a result of COVID-19 pandemic. Results reveal that the majority of the respondents, 77.7% indicated agreement that there were changes in project resources as a result of COVID-19 pandemic. Subsequently 8.9% were in disagreement while 13.3% were not decided.

Table 4: Changes in Project Resources Management amidst COVID-19

There is Changes in Project Resources Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.2	2.2	2.2
	Disagree	3	6.7	6.7	8.9
	Neutral	6	13.3	13.3	22.2
	Agree	15	33.3	33.3	55.6
	Strongly Agree	20	44.4	44.4	100.0
	Total	45	100.0	100.0	

Source: Field Data

3.2 SECTION B

Section B provides the findings and discussion on variables of interest in answering the following research question.

3.2.1 What factors were affecting project governance in achieving project success?

In order to provide the answer to the second research question, opinion was sought from the respondents and the results are indicated in the following Tables.

3.2.1.1 Factors Affecting Project Scope Management amidst COVID-19

Table 5 indicates opinion of the respondents about the existence of factors affecting project scope amidst COVID-19 in their organizations. The study reveals that majority of the respondents, 88.9% indicated agreement that there were factors that affected project scope management amidst COVID-19 pandemic. Further, 8.9% did not agree 2% was indifferent. It was established that resource constraint was one factor that affected the scope of the projects because funds for the projects were diverted to fighting COVID-19 pandemic.

Table 5: Factors Affecting Project Scope Management amidst COVID-19

There are factors affecting Project Scope Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.2	2.2	2.2
	Disagree	3	6.7	6.7	8.9
	Neutral	1	2.2	2.2	11.1
	Agree	15	33.3	33.3	44.4
	Strongly Agree	25	55.6	55.6	100.0
	Total	45	100.0	100.0	

Source: Field Data

3.2.1.2 Factors Affecting Project Duration Management amidst COVID-19

Table 6 shows opinion of the respondents regarding existence of factors affecting project duration management in their organizations. Survey results show that the majority of the respondents, 84.4% indicated agreement to the fact that there were factors that affected project duration management as a result of COVID-19. However, 8.9% were in disagreement while 6.7% were undecided. Results show that lockdowns, restriction on the meetings and movements, affected projects duration management. It was established that some activities of the projects especially those which required movement of project teams were either canceled or postponed. In addition, work stoppages meant postponing targets for the projects.



Table 6: Factors Affecting Project Duration Management amidst COVID-19

There are factors affecting Project Duration Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.2	2.2	2.2
	Disagree	3	6.7	6.7	8.9
	Neutral	3	6.7	6.7	15.6
	Agree	15	33.3	33.3	48.9
	Strongly Agree	23	51.1	51.1	100.0
	Total	45	100.0	100.0	

Source: Field Data

3.2.1.3 Factors Affecting Project Quality Management amidst COVID-19

Table 7 shows a summary of respondents’ opinion regarding their experience of changes in the project quality management in their organizations amidst COVID-19 pandemic. The study reveals that the majority of the respondents, 80% indicated agreement to the existence of factors affecting project quality management as a result of COVID-19. Further, 8.9% were in disagreement while 11.1% were neutral. The survey established that inadequate monitoring of activities due to restriction on movement and public gatherings affected quality delivery of outputs thereby affecting negatively the outcome and impact of the projects.

Table 7: Factors Affecting Project Quality Management amidst COVID-19

There are factors affecting Project Quality Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	8.9	8.9	8.9
	Neutral	5	11.1	11.1	20.0
	Agree	11	24.4	24.4	44.4
	Strongly Agree	25	55.6	55.6	100.0
	Total	45	100.0	100.0	

Source: Field Data

3.2.1.4 Factors Affecting Project Resource Management amidst COVID-19

Table 8 summarizes respondents’ opinion regarding their experience of changes in project resources in the midst of COVID-19 pandemic. Results of the survey show that the majority of the respondents, 86.6% were in agreement about the existence of factors affecting project resources management in their organizations. Subsequently, 8.9% were in disagreement while 4.4% were undecided. The survey results further indicated that resource mobilization became difficult as sourcing points had been closed as a result of COVID-19 pandemic. It was revealed that some funders concentrated their resources to the fight against COVID-19.

Table 8: Factors Affecting Project Resource Management amidst COVID-19

There are factors affecting Project Resources Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	8.9	8.9	8.9
	Neutral	2	4.4	4.4	13.3
	Agree	10	22.2	22.2	35.6
	Strongly Agree	29	64.4	64.4	100.0
	Total	45	100.0	100.0	

Source: Filed Data

3.3 Section C

Section C provides the findings and discussion on variables of interest in answering the following research question.

3.3.1 Where measures taken to support project governance in achieving project success?

In order to provide the answer to the third research question, opinion was sought from the respondents and the results are indicated in the following Tables.

3.3.1.1 Measures Taken to Support Project Scope Management amidst COVID-19

Table 9 indicates respondents' opinion regarding whether their organizations took measures to support project scope management amidst COVID 19 pandemic. Results show that the majority of the respondents, 82.2% indicated agreement that their organizations took measures to support project scope management. Subsequently, 8.9% were in disagreement while 6.7% were undecided and the minority, 2.2% declined to respond.

Table 9: Measures Taken to Support Project Scope Management amidst COVID-19

There are measures taken to support Project Scope Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	8.9	8.9	8.9
	Neutral	3	6.7	6.7	15.6
	Agree	8	17.8	17.8	33.3
	Strongly Agree	29	64.4	64.4	97.8
	No Response	1	2.2	2.2	100.0
	Total	45	100.0	100.0	

Source: Field Data

3.3.1.2 Measures Taken to Support Project Duration Management amidst COVID-19

Table 10 indicates opinion of the respondents regarding whether their organizations took measures to support project duration management amidst COVID-19 pandemic. Survey results show that the majority of the respondents 82.2% were in agreement that their organizations took measures to support the changes in project duration management. Subsequently, 11.1% were in disagreement, while 4.4% were undecided and 2.2% declined to respond.

Table 10: Measures Taken to Support Project Duration Management amidst COVID-19

There are measures taken to support Project Duration Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	11.1	11.1	11.1
	Neutral	2	4.4	4.4	15.6
	Agree	13	28.9	28.9	44.4
	Strongly Agree	24	53.3	53.3	97.8
	no response	1	2.2	2.2	100.0
	Total	45	100.0	100.0	

Source: Field Data

3.3.1.3 Measures taken to Support Project Quality Management amidst COVID-19

Table 11 presents opinion of the respondents regarding whether their organizations took measures to support project quality management amidst COVID-19 pandemic. Study results reveal that the majority of the respondents 75.6% were in agreement that their organizations took measures to support the changes in project quality management. Further, 4.4% were in disagreement and 17.8% were neutral.



Table 11: Measures Taken to Support Project Quality Management amidst COVID-19

There are measures taken to support Project Quality Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.4	4.4	4.4
	Neutral	8	17.8	17.8	22.2
	Agree	16	35.6	35.6	57.8
	Strongly Agree	18	40.0	40.0	97.8
	No response	1	2.2	2.2	100.0
	Total	45	100.0	100.0	

Source: Field Data

3.3.1.4 Measures Taken to Support Project Resources Management amidst COVID-19

Table 12 shows opinion of the respondents regarding whether their organizations took measures to support project resources amidst COVID-19 pandemic. Survey results show that the majority of the respondents 77.8% were in agreement that their organizations took measures to support the changes in project resources management. Subsequently, 6.7% were in disagreement while 13.3% were neutral and the minority, 2.2% declined to respond.

Table 12: Measures Taken to Support Project Resource Management amidst COVID-19

There are measures taken to support Project Resources Management amidst COVID-19					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.7	6.7	6.7
	Neutral	6	13.3	13.3	20.0
	Agree	10	22.2	22.2	42.2
	Strongly Agree	25	55.6	55.6	97.8
	No Response	1	2.2	2.2	100.0
	Total	45	100.0	100.0	

Source: Field Data

3.4 Summary of Findings

The findings are summarized in the following Figures.

3.4.1 Change in Project Governance in achieving Project Success amidst COVID-19 Pandemic

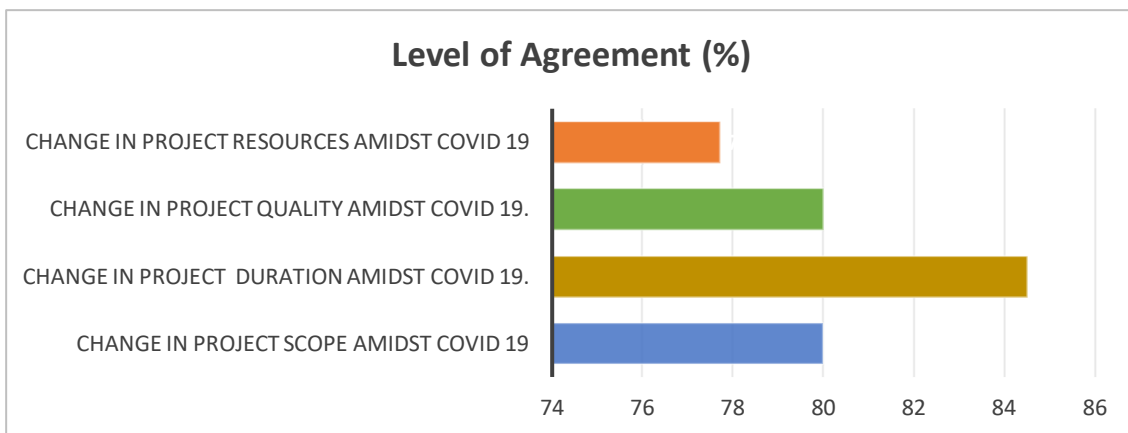


Figure 1: Changes in Project Governance

Source: Field Data



3.4.2 Factors Affecting Project Governance in achieving Project Success amidst COVID-19

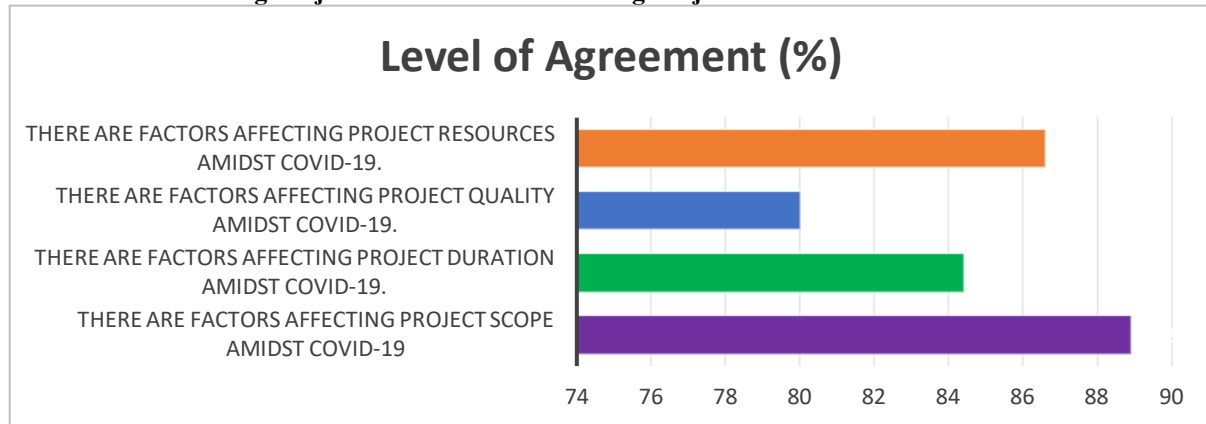


Figure 2: Factors Affecting Project Governance

Source: Field Data

3.4.3 Measures taken to Support Project Governance in achieving Project Success amidst COVID-19

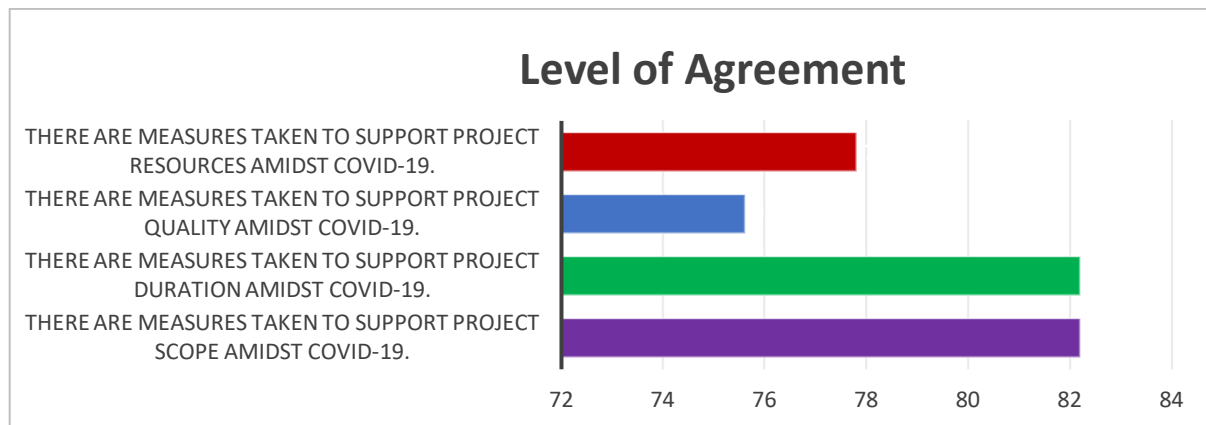


Figure 3: Measures Taken to Support Project Governance

Source: Field Data

4. CONCLUSION

The findings were that the variables of interest such as Project Scope Management, Project Duration Management, Project Quality Management and Project Resources Management were disapprovingly affected. Further, there were factors that negatively affected project governance and project monitoring strategies were implemented. The conclusion is that COVID-19 has negatively affected project governance in achieving project success.

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