

Factors Affecting Successful Implementation Of Contemporary Projects

Defining Successful Implementation of a Project

Factors promoting or inhibiting the successful implementation of contemporary

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Abstract

Everyday around us we listen about the success or failures of various projects. Defense projects, construction projects, IT projects, environmental projects, etc. are just some of the types of projects that we come across in our daily life. But before talking about projects and project management, we must first understand what a project is. A project is defined as an impermanent endeavor that is carried out to aim one or more unique outputs. The outputs can be of the form of products or service. The process of planning, strategizing, designing, implementing and monitoring a project is defined as Project Management.

A project is also defined into four phases, each representing in a chronological order of its life cycle. There are several factors that have a crucial role in determining the accomplishment or failure of the implementation of a project. But before doing that, we must have a clear understanding about the definition of successful implementation of a project. A successful implementation of project is defined as the quality achievement of optimum balance between some specific attributes. Time, cost and scope of the project are some of these attribute. If the project achieves an optimum balance between these three attributes, then the project is said to be successful and successfully implemented (Larson, Modern Project Management, 2014). However, in reality there is always a trade-off between these three features of a project. It is the quality of project implementation that decides the effectiveness of balance between these three attributes. Achievement of these attributes should be always from the perspective of client or customer. It is the client or the customer who must be satisfied with the output of the project.

FACTORS AFFECTING SUCCESSFUL IMPLEMENTATION OF CONTEMPORARY PROJECTS

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4/11/2015

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INTRODUCTION

Everyday around us we listen about the success or failures of various projects. Defense projects, construction projects, IT projects, environmental projects, etc. are just some of the types of projects that we come across in our daily life. But before talking about projects and project management, we must first understand what a project is. A project is defined as an impermanent endeavor that is carried out to aim one or more unique outputs. The outputs can be of the form of products or service. The process of planning, strategizing, designing, implementing and monitoring a project is defined as Project Management. A project is also defined into four phases, each representing in a chronological order of its life cycle. The four phases a defined in text are shown in the image below.

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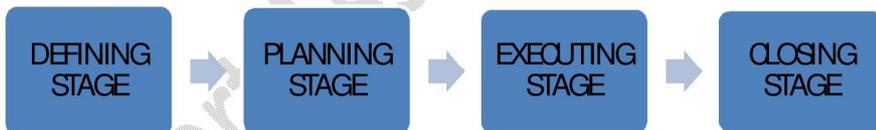


Fig.1: The Four Stages in Project Life Cycle
Source: (Larson, Defining The Project, 2014)

DEFINING SUCCESSFUL IMPLEMENTATION OF A PROJECT

There are several factors that have a crucial role in determining the accomplishment or failure of the implementation of a project. But before doing that, we must have a clear understanding about the definition of successful implementation of a project. A successful implementation of project is defined as the quality achievement of optimum balance between some specific attributes. Time, cost and scope of the project are some of these attribute. If the project achieves an optimum balance between these three attributes, then the project is said to be successful and successfully implemented (Larson, Modern Project Management, 2014). However, in reality there is always a trade-off between these three features of a project. It is the quality of project implementation that decides the effectiveness of balance between these three attributes. Achievement of these attributes should be always from the perspective of client or customer. It is the client or the customer who must be satisfied with the output of the project.

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Fig.1: The Factors Determining Successful Implementation of a Project

Source: (Larson, Modern Project Management, 2014)

FACTORS PROMOTING OR INHIBITING THE SUCCESSFUL IMPLEMENTATION OF CONTEMPORARY PROJECTS

The successful implementation of a project depends on several factors. Inability of the project manager to efficiently execute or follow these factors can cause the failure of a project. However, many of these factors are at times also not in absolute control of the project manager. It is here where the real challenge of successful implementation of a project comes. However, with an effective strategy and time bound implementation a project can be successfully implemented (Jeffrey K. Pinto, 2009). Let us discuss each of these factors one by one.

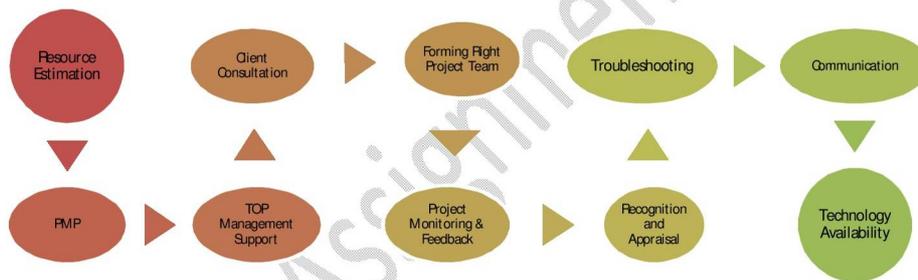


Fig.3: Factors Determining Successful Project Implementation
Source: (Jeffrey K. Pinto, 2009)

For successful implementation of a project the Project manager need to have an appropriate idea about the availability of resources available at each phase of the project. It also includes the estimation of manpower or project team members and a realistic approximation about their capacity (Atkinson, 1999). This is usually done at a holistic level in the initial part of the project but as the project proceeds, these data should be more and more accurate.

The project implementation success also depends on the effectiveness of PMP (Project Management Planning). The project must be devised with proper planning taking all the possible

scenarios into consideration (Aksorn, 2008). The contract documents must clearly specify the scope of the project to avoid confusion in future. The project must have flexibility for minor changes in requirement during implementation. PMP is usually carried out in the first two phases of project life cycle especially in the defining phase (Belassi, 1996). The higher the degree of minuteness is being followed during project management planning, the better are the chances of successful implementation of the project.

The support of top management is one of the very important factors for successful implementation of project is. In many projects, the top management does not have a clear understanding about the technicalities of the project (D, 2008). They are mostly concerned about the business perspective (ROI, Reputation and so) of the project. This at times creates issues in convincing the top management about some essential alteration in the projects. A supportive top management makes successful implementation of a project much easy.

As the success of a project is achieved by the satisfaction of the client, client point of view is very critical in successful implementation of a project. Thus, the client must always be kept in the decision making loop especially when some modification is required in the project implementation (Cleland, 2007). Also a successful project manager always listens and understands to the requirements of the clients. This helps not only in efficient project execution but also helps in avoiding mistakes due to miscommunications.

The success of efficient project implementation lies in the efficient contribution of every member of the project team. Thus, it is very critical to recruit and form the right team. The team not only should be technically capable but should also have sound intra-team coordination (Chow, 2008). The team members should also be trained to ensure their understanding about the

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requirements of the project. In cases of multiple teams, inter-team coordination is also essential (Larson, Organizational: Structure and Culture, 2014). Also all the team leaders within the project must have strong understanding and communication with the project leader.

A project implementation should also be closely monitored by the stakeholders of the project. Every stage in the project demand effective control of the processes undergoing. Also to ensure the project is leading in the right direction, close monitoring and proper feedback mechanism is necessary (Orwig, 2000). The feedback helps in knowing about any prevailing issues with the project before it becomes too serious. Close monitoring and feedback thus help in deciding the necessity of changes in the project and quick implementation of the changes, if required. It also helps in getting an idea about the timeliness of the project schedule, its cost and the quality of work being done.

Another important characteristic of project implementation especially those with long duration is project members' appraisal and recognition. In projects of long duration project members have to perform efficiently for much longer duration (Belout, 2004). To inspire the members to keep up the hard work, recognition of their efforts is very crucial. This is the reason in most of the critical and high returns expected projects, project allowances are very lucrative. This also helps in employee retention which is more critical in the project phase.

Communication is another critical success factor in successful implementation of a project. Communication is essential for not only the team executing the project but also all other relevant stakeholders, A proper communication with the client also helps in hassle free implementation of the project (Paquin, 1996). It is also very essential for all the people working in the project to clearly communicate their issues with the project manager or the person n-

charge. This will also help in quick resolving of minor issues and smooth project implementation.

A project also faces lots of issues and challenges pertaining to several domains such as financial, human resource management or change management. It is one of the most important duties of the project managers to troubleshoot effectively and quickly these issues. This ensures that all the issues pertaining to the project have been dealt (Larson, Project Management: The Managerial Process, 2014). Thus, troubleshooting is a very important quality of a successful project manager. Troubleshooting is also very essential because no matter the degree of effectiveness of project planning, there are a lot of realistic constraints that are almost unpredictable. These constraints create issues in any project implementation.

The availability of the required technology is also highly critical to the successful implementation of a project. This should be made sure at the first two phases of project life cycle i.e., defining and planning phase. Along with the technology and machineries, the project also needs qualified people to make use of the technology. The technology should be very carefully chosen as alteration in the technology later can be very problematic and cumbersome (Pinto, 1988). A new technology implementation in the middle of the project implementation can make any project economically infeasible.

Along with all these above discussed factors, there are also several other factors that are critical in the successful implementation of a project. A project also depends on its financial resources as most projects exceed their estimated costs. A project success is also dependent on the political and socio-economic environment in which it is being implemented. The bureaucracy and legal framework of the state and country in which a project is implemented, also has a

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critical role in deciding the success of the project. Similarly there are several other factors which decide the success or failure of implementation of the project.

CONCLUSION

Project management is an essential and important part of any project. They are of huge importance today like any other streams of business (Finance, Marketing, etc.). We can also conclude that there are several factors inspiring or hindering the successful implementation of a project. There are also factors such as government authority; legal framework, etc. are not exactly in the control of the project team. However the project planning ensures contingency plans for such situations as far as possible. The top ten factors that are being discussed above are some of the important factors whose efficient implementation ensures the success of the projects. A careful and efficient execution of these factors can ensure successful implementation of a project.

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Criterion	Levels of achievement		
	Exemplary	Good	Poor
Writing style and presentation are clear			
• Title	Title is concise and informative so readers can anticipate the	The title gives a general indication of the material covered in the contribution, but	The linkage between the title and the text is not

	<p>contents of the contribution and interested people look forward to reading it.</p>	<p>have to read the document to fully appreciate what is covered. Some potential readers may be lost because they can't clearly anticipate the material covered by reading the title.</p>	<p>clear. Reader may skip the contribution because they don't appreciate its relevance.</p>
<ul style="list-style-type: none"> • Introduction 	<p>Introductory statement clearly indicates the main purpose of the contribution and suggests the plan of organization, so the reader can anticipate the text that will follow.</p>	<p>Introductory statement indicates the main purpose of the contribution in general terms, so the reader has some idea of what will follow.</p>	<p>The introduction does not give an overview of the contribution so the readers are not sure what to expect as they read the text.</p>
<ul style="list-style-type: none"> • Main Body 	<p>Main body of contribution makes connected points that clearly build the argument so the text flows from introduction to conclusion in a logical</p>	<p>The main body presents a number of points that allow the reader to understand the argument, but lapses in the writing may force the reader to make some connections between the parts.</p>	<p>The text is not well structured so the reader must stop reading at times to try to make sense of the text.</p>

	manner, thereby helping the reader to follow the thinking behind the text.		
• Conclusion	The main point of the contribution is clearly indicated and reinforced so the reader can clearly remember it.	The main point of the contribution is indicated, but may be stated in an unconvincing manner.	The concluding section does not reinforce or revisit the main point so the reader is unsure about it and likely to misinterpret or forget it.
• Written expression	Sentences and paragraphs are well structured and clear so the reader can focus on what is written. Each paragraph has a topic sentence that indicates the subject matter.	Minor lapses in sentence structure, such as run-on sentences and unnecessarily complex sentence structures, force the reader to pause and reflect on the meaning of the text. Paragraphs present a complete argument, but may not flow so well.	Many sentences are poorly structured so the reader must stop often to reflect on the meaning of the text. Many paragraphs lack topic sentences or have poor flow so the main points and linkages among

			explanatory text are not clear.
<ul style="list-style-type: none"> Grammar, punctuation and spelling 	Grammar, spelling and punctuation are flawless, which allows the reader to focus on the message.	Some minor errors in grammar, spelling and/or punctuation detract from the quality of the text, but do not impair the communication.	Many errors in grammar, spelling and/or punctuation make reading the text difficult and communication is impaired.
Concepts and arguments are well developed			
<ul style="list-style-type: none"> Accuracy 	All information is accurately reported using appropriate terminology so the information is reliable.	The information is largely accurate but imprecise language could lead a reader to misinterpret aspects of the text.	Although the gist of the information is correct, there are problems with the interpretation of it. A reader can be misled by the text.
<ul style="list-style-type: none"> Relevance 	Connections between the contribution and the main topic of the discussion are clearly	Connections between the contribution and the main topic of the discussion are indicated or implied, but the reader needs	Although the text is relevant, this is not clearly indicated, so the reader must

	indicated.	to pause to clarify those connections.	guess how the text relates to the main topic.
• Significance	The reason why the contribution is important to the overall discussion is clearly described and discussed so the reader takes the contribution seriously.	The reason why the contribution is important is touched on but not elucidated, so the reader must make some interpretations about the author's view of the contribution's significance.	The contribution may include significant material but this is not indicated, so the reader must guess it.
• Clarity	The main points and new technical terms are clearly described and/or explained so the reader is left with no ambiguity about what was written.	Although the text is clear to informed audiences, unexplained points may leave room for alternative interpretations of the text.	Key points and new technical terms are not explained so the reader is confused.
• Independence	The contribution is completely self-contained so the reader does not have to read other contributions or published materials to	The text is sufficiently clear that the reader can understand the main point without further reading, but some parts of the text are not clear without consulting earlier contributions	The text is written in a manner that presumes considerable prior knowledge, so the reader must have a

	understand what was written about.	or other sources of information.	thorough knowledge of what has been written about the subject in order to understand the main point of the contribution.
Contribution is responsive to another contribution	The writer links ideas submitted by others to their own contribution in a manner that substantially strengthens the group's efforts to resolve the main problem. This linkage can include elaboration of what was previously written, a critique or questioning of it, demonstration of linkages among two or more earlier	The writer makes references to earlier works that are a starting point for new ideas but, apart from the reference to the earlier work, not much information is incorporated	The text mentions other contributions but neither explains the reference nor substantially adds to it, so there is no clear benefit to the resolution of the main problem from citing the earlier contribution.

	contributions, and/or utilization of an earlier contribution as a foundation to build your own.		
Text is supported by references			
<ul style="list-style-type: none"> • Sources indicated 	All information and ideas that are not commonly know are supported with references to sources, so the reader has confidence that the information is not based on hearsay or the writer's opinion or assumptions alone.	Most sources are indicated, but in only a few cases the sources are not given or are ambiguous, so the reader has to check some of the sources.	Sources are cited for some specific parts of the contribution, but no references are supplied for information and ideas that are clearly not the author's, so the reader has no idea of the validity and authority of the information.
<ul style="list-style-type: none"> • Relevant 	Information, concepts and opinions are	One or a few references are used to support the text. Thus	Information comes from Web sites or

<p>references</p>	<p>supported with references to published literature, especially primary (original) sources of information, rather than review articles or textbooks. This allows the reader to independently review the cited sources. More than one reference is cited to support key points, which adds strength and authority to the argument.</p>	<p>the contribution is supported but this may be an idiosyncratic source. Some general references to textbooks are made that could have been replaced by primary references which are more thorough and authoritative.</p>	<p>other sources that have no recognized authority, so the validity or strength of the source is unknown.</p>
<ul style="list-style-type: none"> • Citation style 	<p>References cited appropriately in the text, and the correct format is used in the text when citing information, so the reader clearly knows which information is</p>	<p>Minor lapses in citation format do not prevent the reader from finding the sources in the reference list at the end of the contribution.</p>	<p>Citation format incorrect or poorly placed in the text, so citations distract from reading.</p>

	attributable to which source.		
• Bibliographic information	The reference list contains complete bibliographic information (author's name(s), publication date, title, source, date web page accessed), so a reader can easily find the references for their own research. The authority of sources can be evaluated by checking them.	Bibliographic information largely complete, but some information missing so the reader may have difficulty finding some references. Most sources can still be easily checked.	Not all references are listed, information in the reference list is incorrect, or important information is missing from the reference list, so the reader is unable to find the same sources of information and the authority of sources is almost entirely unknown.

Comments: The flow and English language has been well used to bring out clarity when presenting ideas. The approach displayed in writing shows understanding and knowledge of the writer.