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Project Management Strategies Used in Hospitality Construction Projects to Improve Performance

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This is to certify that the doctoral study by

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Abstract

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MS, Heriot-Watt University, 2012

Doctoral Study Submitted in Partial Fulfillment

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Abstract

Globally, project leaders in large and small organizations confront complex difficulties with project costs, time and quality, risk mitigation, project implementation, and effective communication. Project management strategies are needed for project leaders and stakeholders as they adversely affect the cost-effective and timely delivery of hospitality construction projects. Grounded in the contingency theory, the purpose of this qualitative multiple case study was to explore strategies project leaders use to improve the performance of hospitality construction projects within budget and on time. The participants were five design and construction leaders at four different hospitality organizations in Nevada. Semistructured interviews and public documents were used to collect data. Thematic analysis of the data resulted in four themes: project success criteria, risk identification and mitigation, effective communication, and effective project implementation. A key recommendation to hospitality construction project leaders is to develop strategies that can categorize the relative significance of cost, time, and quality variables by evaluating how a change in one variable affects the relationship with other variables in project management decision-making that enhances project performance and success. The implications for positive social change include the potential of increased employment and partnership with communities and programs that improve individuals' livelihoods.

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Section 1: Foundation of the Study

Project management success in the hospitality industry is critical for global socioeconomic growth. Hospitality projects or integrated resorts require multibillion investments (Lou et al., 2019). The magnitude of integrated resort projects places them in the megaprojects category, which often fail to meet the time and cost requirements (Hwang et al., 2020). However, leaders use project management strategies to successfully deliver projects that improve business value. The purpose of this qualitative multiple case research study was to explore project management strategies project leaders use to deliver hospitality construction projects within budget and on time.

Background of the Problem

Project success enhances economic growth and success. Clients, contractors, and construction professionals are concerned with construction delays that impact project cost, schedule, and success (Hai Nguyen, 2020). Successful project management initiatives improve the sustainability of economies and communities (Yazici, 2020). Between 2013 and 2018, 77% of projects implemented in the United States and the United Kingdom did not finish on time, 30% of projects had budget overruns, and only 17% met their budget (Park, 2021). Inadequate planning, lack of project management expertise knowledge, and stakeholder conflicts cause project delays (Durdyev & Hosseini, 2020). Project management leadership skills are a significant component of project success (Li et al., 2020; Podgórska & Pichlak, 2019). Researchers have demonstrated that project failure affects the public and private sectors alike globally (Sanni-Anibire et al., 2022). In summary, the lack of project management leadership

strategies could lead to poor project performance, including budget and time overruns that cause construction projects to fail and impact project success.

Problem and Purpose

The specific business problem is that some project leaders lack project management strategies to deliver hospitality construction projects within budget and on time. The purpose of this qualitative multiple case study was to explore project management strategies project leaders use to deliver hospitality construction projects within budget and on time. The sampled population consisted of five project management leaders at the director level and above of four hospitality-integrated resorts in Nevada who developed successful strategies to deliver construction projects within budget and on time in their organization. The study's findings could significantly promote positive social change through providing employment, reducing poverty, and raising the community's livelihood. Hospitality businesses can help support social and educational programs that could improve employability and reduce unemployment, starvation, and homelessness, improving the general livelihood of the community.

Population and Sampling

The sampled population consisted of five project management leaders at the director level and above from hospitality organizations in Nevada who developed successful strategies to deliver construction projects within budget and on time. Purposive sampling was used to recruit participants with more than 5 years of experience and used strategies in real-life experience to deliver hospitality construction projects successfully. I used the semistructured interview approach and reviewed related public

organizational documentation to collect research study data. This study's implications for positive social change include the potential for hospitality leaders to improve employment, reduce poverty, and raise the community's livelihood. Hospitality businesses can help support social programs and educational programs that can improve employability, reduce unemployment, starvation, and homelessness, and improve the general livelihood of the community.

Nature of the Study

I considered the qualitative, quantitative, and mixed method research methodologies to conduct this research study. Business researchers use the qualitative research method to analyze and evaluate in-depth business problems in a real-world setting (Basias & Pollalis, 2018). The qualitative method is appropriate for analyzing objective reality and simplifying understanding of the researched phenomena (Hoorani et al., 2023). I used the qualitative methodology to explore project management strategies project leaders used to deliver hospitality construction projects within budget and on time. I also focused on exploring management strategies leaders use to achieve project success.

In contrast, quantitative researchers must follow mathematical and statistical analysis procedures to conclude the data collected (Staller, 2021). In quantitative studies, researchers define constructs or variables that represent real-world phenomena (Powell, 2020). Because I did not use inferential statistics to interpret data, the quantitative method was not appropriate. The mixed method is a research framework that combines qualitative and quantitative research methods in a single study (Timans et al., 2019; Zhou

& Wu, 2022). Because I did not analyze different data sets in a single research study, I did not use the mixed method in this study. I used the qualitative research method to gain in-depth knowledge about project management strategies project leaders used to deliver hospitality construction projects within budget and on time.

I considered five functional qualitative research designs to complete the research study: (a) case study, (b) ethnography, (c) action, (d) phenomenological, and (e) grounded theory. After reviewing these designs, I concluded that the multiple case study design was appropriate to explore project management strategies project leaders use to deliver hospitality construction projects within budget and on time. Four to six cases in a multiple case study provide better analytical results that demonstrate the rigor and credibility of a comparative research study than two to three cases (Yin, 2018). I used five participants from four organizations in the study. Context remains essential in case study research (Creswell & Poth, 2018). The context for this study was project management strategies leaders used in hospitality organizations to deliver projects successfully.

I opted not to use other qualitative designs. Researchers use an ethnography approach to study social groups' cultural experiences and behavior through interviews and observations (Hamilton & Finley, 2019). The action research strategy pertains to group participatory and action research processes, with researchers acting as facilitators (Larrea, 2019). Researchers use the phenomenological design to explore participants' recollections and interpretations of lived experiences (Saunders et al., 2016). Researchers use grounded theory to develop theory and meaning from collected data (Saunders et al.,

2016). I did not explore cultural experiences, participatory group processes, lived experiences, or developed theory and meaning in this study. The designs discussed were inappropriate to explore project management strategies project leaders use to deliver hospitality construction projects within budget and on time. Conducting a multiple case study allowed me to fully explore project management leaders' strategies to deliver hospitality construction projects within budget and on time.

Research Question

What project management strategies do project leaders use to deliver hospitality construction projects within the budget and on time?

Interview Questions

1. What management strategies have you used to achieve project management performance in hospitality construction projects?
2. What specific examples of management strategies have you used as a hospitality leader to successfully implement construction projects?
3. What are the key challenges you faced in implementing management strategies for executing hospitality projects within the budget and on time?
4. What project management strategies have you found most beneficial in delivering hospitality projects on time?
5. How did you address the key challenges you faced while implementing project management strategies to improve the performance of construction projects?
6. How did you develop management strategies and techniques that were significant in delivering the construction of hospitality projects within budget

and on time?

7. What project management strategies did you use to mitigate project risk and complete hospitality projects within the budget and on time?
8. What additional information that we have not discussed would you like to share about project management strategies that improve hospitality construction projects' performance?

Conceptual Framework

The conceptual framework provides a logical structure from theories that guide researchers to develop connected ideas in research work (Gregory, 2020). I chose contingency theory as the conceptual framework for this research study because it is an integrated system that proposes a comprehensive approach to management theory and uses strategies that make contingency theory a powerful philosophical concept for decision-making and problem-solving in different situations (Wooton, 1977). The contingency theory concept includes leadership, organizational structure, available resources, and technology applications to offer a multidimensional perspective to improve management performance (Wooton, 1977). The general contingency theory assumption is that there is no single best way to manage. The contingency approach is a system that identifies and establishes connections between environment, management, and contextual elements (Luthans & Stewart, 1977; Wooton, 1977). Organizations benefit from contingency theory by learning from unique scenarios, adapting to changing project environments and changing strategies to improve future management decision-making processes.

The contingency theory approach has been used extensively in management research, where accomplishments were contingent on various organizational management processes and techniques. Contingency theory could be used for decision-making in managerial and project management processes (Suda et al., 2015) to explain the performance of management processes contingent on the organization and situation (Wooton, 1977). As an instrumental study framework, the general contingency theory of management has significant potential to advance the future of management processes (Luthans & Stewart, 1977). I selected the contingency theory to serve as the foundation for understanding project management strategies project leaders use to deliver hospitality construction projects within budget and on time.

Operational Definitions

Contingency management theory: A theory that asserts no single road to success or failure in an organization and the company's performance, which remains dependent on various elements grouped based (Sunder & Prashar, 2020).

Hospitality industry: Organizations include hotels, resorts, restaurants, bars, casinos, food service operations, and nightclubs (Elkhwesky et al., 2022).

Integrated resort: Integrated resorts include casino tourism and leisure businesses that entail hotels, restaurants, shopping malls, convention centers, and theaters (Lou et al., 2019).

Management strategies: Strategies that entail the formation of partnerships that develop a dynamic workforce, prioritization of scope, leadership practices, and budgeting (Bashir et al., 2021; Yaari et al., 2020).

Assumptions, Limitations, and Delimitations

Researchers can specify assumptions, limitations, and delimitations to give readers the conditions that define the research's parameters. Assumptions form the basis of the study, the scope of the study is affected by delimitations, and the study's goal may be affected by limitations, which are uncontrollable circumstances (Tahat, 2021). Thus, acknowledging the assumptions, limitations, and delimitations demonstrates the shortcomings of the researcher's awareness of the study's methodology, which can help improve the credibility of the research results (Tahat, 2021).

Assumptions

Research assumptions are conceptual theories that match the objectives and context of a research study (Coates, 2021). Clarifying assumptions helps a researcher define their study and theorize its implications (Burton-Jones et al., 2021). I made six assumptions for this study. The first assumption was that participants had knowledge and experience in hospitality construction projects. Another assumption was that participants would convey their life experiences related to project strategies in an unbiased manner. Other assumptions were that participants would allow me to access public project documents, such as meeting minutes, contracts, procurement information, project reports, schedules, and budgets, and that these documents would be accurate. A fifth assumption was that the interview responses would corroborate public website information. Lastly, I assumed that the data collected from artifacts and interviews would provide information to help address the research question.

Limitations

Limitations are flaws in research methods and could affect the study's results and findings (Ross & Bibler Zaidi, 2019). Researchers can be biased in qualitative investigations. The limitations can create weaknesses, including potential bias from the researcher or participants (Mwita, 2022) and limit qualitative research's credibility (Taherdoost, 2022). The limitation outside the research control that affected the study was the length of time granted for the interviews with project management leaders. The business leaders' sample size, experiences, and perceptions impacted the data quality, depth, and richness.

Delimitations

Highlighting delimitations assists reviewers in identifying challenges related to the method used (Ross & Bibler Zaidi, 2019). Delimitations are the research limits specified by the researcher to keep the study's goals and objectives within reach (Eisner, 2017). Thus, the researcher sets delimitations to achieve the study's purpose and objectives. The first delimitation was locating participants from Nevada. The second delimitation was selecting a sample size of five participants for this multiple case study. According to Yin (2018), four to six cases in a multiple case study produce better analytical results that indicate rigor and validity than in two to three cases. The third delimitation was to invite project management leaders with more than 5 years of experience to participate in the research study.

Significance of the Study

The research results may provide leaders with insights into identifying effective

management strategies that could influence contingent thinking to improve project and construction management performance in organizations in Nevada to deliver projects within budget and on time. The study's findings could promote positive social change because the success of project and construction management may increase the organizations' performance and value.

Contribution to Business Practice

The construction of hospitality projects impacts economies, but 54% of projects demonstrate construction productivity failure (Heigermoser et al., 2019). The hospitality industry constantly evolves and requires leaders to strategically use project management tools and techniques to solve real-world problems (Rengel Jara et al., 2019). The research results may provide project leaders with insights on how to identify effective project management strategies using contingency theory processes to improve project and construction management performance. The results of this study may be helpful to hospitality project management leaders, stakeholders, and practitioners to improve construction project delivery and performance in the hospitality industry. Further, the findings of this study may promote innovative project and construction management changes that improve project management performance and business profit while reducing financial loss. The hospitality industry's integrated resorts provide multiple business dimensions, improving tourism growth, creating employment, and economically enhancing the global market and gross domestic product (Liang & Wong, 2020).

Implications for Social Change

This study's positive social change implies that the successful implementation of

project management strategies may increase corporate profits and reduce financial loss. The profits gained by hospitality organizations could sustain employment creation, increase financial opportunities for individuals, improve their living standards, facilitate support for local community programs, and promote the organization's social responsibilities. The study's findings might promote employment, reduce poverty, and improve the community's livelihood. Also, hospitality businesses could help support social and educational programs to improve employability and salary levels. An increased level of employment could help reduce unemployment, starvation, and homelessness, improving the general livelihood of the community.

A Review of the Professional and Academic Literature

The literature review is one way to meticulously collect and analyze related studies to examine previous findings in the field of the study, which helps to identify study gaps and further research possibilities (Paul & Criado, 2020). The purpose of conducting this multiple case study was to explore project management strategies project leaders used to deliver hospitality construction projects within budget and on time. In the following sections, I present a comprehensive literature review of peer-reviewed articles relevant to the success of construction projects and strategies used to improve construction project performance in the hospitality industry. The literature review provides the context of contingency theory, the lens used to explore the research study, the project management success theories, and strategies used to complete hospitality construction projects successfully.

I used Walden University Library resources to find relevant literature, including

Elsevier, Emerald Insight, Google Scholar, IEEE, JSTOR, ProQuest Dissertations and Thesis, ResearchGate, SAGE Journal, Taylor & Francis Online, and Thoreau multi-database through Walden University's Library sources search. I used the following themes: (a) performance management strategies, (b) project management success, and (c) construction project success. For this study, I used nine books, two websites, two conference papers, and 215 peer-reviewed journal articles, making a total of 228 sources used for references. The 215 journal articles represent 94% of the total sources used. In addition, 196 (86%) sources were published within 5 years of the 2023 anticipated graduation year. The literature review contains 99 journal articles, three books, two conference papers, and one website, making a total of 105 sources of references. Eighty-seven percent of the 99 sources are peer-reviewed and published within 5 years of my anticipated graduation in 2023.

The literature review contains an analysis of the project management approach, contingency theory, leadership, and management strategies used to deliver projects successfully. The first topic discussed is the contingency theory, followed by project management strategies, leadership style, project success, and the nature of hospitality projects. The literature review provides insights into strategies leaders used to complete projects within budget and on time.

Contingency Theory

Woodward (1965) laid the foundation for organizational contingency theory practice and enhanced the introduction of management research. The general contingency theory concept assumes there is no best way to manage an entity. The relationship

between technology, environmental conditions, uncertainty, strategies, and organizational contingency characteristics and structure (Fernández-Robin et al., 2019; Wooton, 1977) offers a management performance perspective within a situation. The use of contingency theory entails applying contingent factors such as organization environment and size, customer influence, and technology capacity aligned with management practices to sustain business in complex environments that can affect business performance (Fernández-Robin et al., 2019). Contingency theory principles may help to develop effective management practices influenced by opportunities presented through the interaction of internal and external environmental contingencies (Woodward, 1965). Successful management practices can address the internal and external business environment factors to make appropriate decisions specific to the situation. Thus, the integrated contingency theory framework proposes a comprehensive approach to management theory (Wooton, 1977), as contingency theory applies to decision-making and problem-solving in various contexts (Suda et al., 2015; Wooton, 1977).

Leaders can use the contingency approach to develop strategies that influence the design of management processes to evaluate leadership characteristics, abilities, and interactions in situations. In business, contingency theory uses strategy, culture, and customer focus to affect quality management by aligning the business and environment (McAdam et al., 2019). The characteristics and configurations that influence contingencies in organizational structures relate to the organization's size, complexity, nature of business, adaptation, use of technology, the dynamic business environment, uncertainty and interdependencies, and organizational preferences. For instance, there

may be a mechanical structure in stable organizations and an organic structure in a dynamic organizational environment as distinctive processes (Burns & Stalker, 1961). The contingent theory phenomenon, when applied to managerial and project management initiatives (Suda et al., 2015), helps to explain management approaches contingent on the organization's environment and situation (Wooton, 1977). Research evidence has demonstrated that management initiatives use organizations' environments to develop strategies that address situational challenges.

The contingency theory's principles entail using the best-fit scenario to provide an appropriate managerial solution dependent on the characteristics of the situation. Fiedler (1964, 1967) established a significant relationship between the leader's competencies score and the group's performance that reflected the leader's impact on the situation. Fiedler (1967) posited that the environment, leadership style, and organizational performance are interdependent. The effectiveness of leadership, innovation, creative management, and situational competence warrant further research to determine the level of interdependency in decision-making. McAdam et al. (2019) extended Fiedler's research perspective, noting that contingent variables such as the development of strategies, organization culture, customer focus, and the organization's project life cycle could help in evaluating the impact of strategic alignment in management practices. Determining and analyzing the components of decision-making, organization structure, the environment's constraining factors, and the organization's size can be required to develop contingencies (Ortiz et al., 2019). Managers need to be creative, innovative, agile, and adaptable to the situation and the organization's environment (Garrity et al.,

2018; Woodward, 1965).

Contingency theory provided an appropriate framework to explore the business problem. Contingency theory factors in the hospitality industry, such as environmental and tourism sustainability, organizational culture and values, size, the technology used, and type of customers, can influence management practices that result in different business outcomes (Fernández-Robin et al., 2019). Although the contingency theory has flaws, such as not having a theoretical base, the principles and perspectives provide a broad framework that strategic leaders can use contextually to establish the setting that requires resolving (McAdam et al., 2019).

Contingency Theory's Relationship With General Systems Theory

The distinction between contingency theory and general systems theory provides diverse managerial perspectives. In practice, contingency theory entails managing in an uncertain environment, impacted by factors such as organizational structure and behavior, environmental variables, organization size, technology orientation, and use of resources (Fernández-Robin et al., 2019). The theory emphasizes that internal and external conditions dictate the best course of management action depending on the situation (Wooton, 1977).

The systems and contingency theories provide similar frameworks that demonstrate relevance in management applications focused on the organization's structure and environment. The systems theory perspective focuses on the dynamic environment of an organization's structure and behavior guided by universal decision-making principles in all situations (Elia et al., 2021). The general systems theory allows

an organization to transform using new information. The theory encourages using knowledge and experience to make logical management decisions in complex organizational systems (McMahon & Patton, 2018; Von Bertalanffy, 1972). The systems theory may provide usefulness in a broad managerial spectrum related to quality evaluation within a cultural setting (McMahon & Patton, 2018). Weissenberger-Eibl et al. (2019) stated that with the integration of internal and external requirements, comprehensive management strategies may utilize systems thinking. Although managerial practices can improve, the systems approach does not relate to contingencies and define the nature of interdependencies that can delay decision making.

The systems theory in management is relevant to the contingency theory approach because it uses systematic thinking and encourages flexibility and agility in specific decision-making situations. There is a correlation between diverse and dynamic organizational environments of different sizes, technologies, and resources (McAdam et al., 2019; Popp & Hadwich, 2018). However, the system theory has constraints and assumptions that identify organizations as significant, complex open systems and may not apply to smaller organizations. The multiple applications of systems approach scope and patterns are diverse and do not provide a single perspective and methodology agreeable among researchers (Hossain et al., 2020). The complexity theory is applied when a system theory has shortcomings in a social organization related to management, strategy, and leadership (Turner & Baker, 2019).

Overall, the systems approach to business is concerned with systems that produce results without changing the environment. In contrast, contingency theory is concerned

with management behaviors that provide solutions in specific situations. Researchers found that systems theory and thinking detach from research and practice (Turner & Baker, 2019). As a result, researchers may conclude that contingency theory is a better framework for solving business problems depending on the specific circumstances of the business situation.

Contingency Theory Application

Application to Leadership and Management. Contingencies comprise variables that leaders may utilize to plan, organize, and make decisions in certain circumstances in order to improve organizational performance. Based on contingency theory, no single strategy may be used to manage a situation or organization (Wooton, 1977). Applying situational and contingent theories in complex environments leads to the conclusion that the effective leadership style is suited for a specific situation (Benmira & Agboola, 2021). Therefore, the leadership principles and strategies used to mitigate challenges are contingent on the situation. Contingency management creates innovative strategic situational transitions (Wooton, 1977) that leaders use to promote effective leadership in specific circumstances. Contingency management and leadership theory can imply that the situation analysis can help apply appropriate decisions related to the circumstances.

The complexity of construction projects necessitates a shift in management techniques and requires careful evaluation of the outcomes. The contingency leadership theory could affect employee behavior and attitude in the service sector context regardless of the service circumstance (Popp & Hadwich, 2018). The contingency theory of leadership entails that leadership success or failure depends on the type and style of the

leader and the external conditions and prevailing situation. Project managers and leaders can optimize management systems and subsystems to improve project management performance to achieve organizational goals by extending the contingency theory's influence on innovation and situational strategy development.

Researchers have established that contingency theory, situational leadership theory, path-goal theory, and decision making theory are models of contingency theory with different perspectives on management and leadership styles. Fiedler's (1967) contingency theory proposed that an effective leader must have good leadership attributes, precise communication abilities, and decision making. Comparing situational leadership theory and contingency theory, the contingency model focuses on leadership style and follower maturity (Hersey & Blanchard, 1977; Northouse, 2019). The followers' maturity levels can range from being incompetent, lack of capacity, and unwillingness to perform. The perception is that a good leader will adjust leadership style behavior to the group's maturity level depending on the situation (Northouse, 2019). Thus, the leader's decision making is contingent on work environment circumstances.

Situational leadership applications can be adaptable and flexible, foster behavior adjustment and collaboration, support, and assess maturity levels to match the situation (Walls, 2019). Prior research identified that continuous changes in situational leadership style to address the company's demands, teams, or individuals can be confusing and may disregard long-term organizational goals (Walls, 2019). However, contingency theory and situational leadership correlate in decision-making in specific circumstances.

The path-goal theory may validate the contingency theory approach proposed by

Fiedler (1967) and Hersey and Blanchard (1977). The idea employs a contingency model that combines goal setting and expectancy theories, which suggest that influential leaders help their followers by removing challenges and supporting subordinates to reach their goals (Olowoselu et al., 2019). However, the path-goal theory has drawn criticism from researchers for failing to explain how leadership behavior can inspire followers, focusing on followers and eliminating the follower's capacity and ability to influence leaders (Northouse, 2019). Therefore, leaders can develop strategies to determine the appropriate management framework for decision-making to accomplish their goals.

Decision making strategies are fundamental to the leadership role. According to Olowoselu et al. (2019) and Vignesh (2020), the Vroom-Yetton (1973) and Jago (1988) decision model supports the concept that leadership decisions are contingent on the prevailing situation. Influential leaders assess situations, decide the amount of support required, and adopt the appropriate leadership approach to fit the situation. Previous research demonstrated that the decision making model's individualistic decision making domination could impact the quality of the decision. Choosing the right strategies for decision making can improve management processes and performance.

Application to Project Management. Applying contingency theory in project management, a project manager must achieve the best fit between the organization's environment and its sub-systems. Project managers may develop strategies contingent on the situation that optimize systems and sub-systems performance to accomplish project management objectives and organizational goals. Effective management frameworks may work in certain circumstances, and the contingency theory framework suggests that

project management works better in an organization when aligned with circumstances (Müller et al., 2019). Instead, contextual variables may determine the optimum strategy that benefits construction from flexible and agile management practices within complex, dynamic, and uncertain environments (Radhakrishnan et al., 2022). The use of flexibility and agility management concepts is new in project management (Sanchez et al., 2019) and may be explained using contingent requirements in project management practices. The contingent theory framework could be used to understand the organization's culture, success or failure, structures, team performance, and the fit scenario in different project environments to achieve project objectives (Maruping et al., 2019).

Complex construction projects necessitate management system changes in specific situations, which requires careful consideration to benefit the organization. Determining contingencies can help manage risk and mitigate uncertainty in construction project management (Ortiz et al., 2019). Time, cost, scope, quality, inventory, and capacity can be considered contingency buffers that project managers can manage in construction project management practices (Ortiz et al., 2019). In situations and environments like quality management without comprehensive theoretical frameworks, McAdam et al. (2019) proposed applying the contingency theory approach. Integrating strategy, culture, project lifecycle, and customer focus with quality management practices promotes organizational strategic alignment (McAdam et al., 2019). Mechanistic organizations use simple, standardized quality management strategies based on contingency theory (Müller et al., 2019). Prior research showed that quality management methods are becoming more sophisticated in diverse and uncertain business environments

and suit organic organizational models (McAdam et al., 2019).

Project management implementation depends on developing strategies that address the situation. Management configuration in a contingent management approach, when compared to conventional project management methods, Barbosa et al. (2021) found that the project management approach could influence the premise that no singular management practice fits all situations. Project management is diverse and requires flexibility in application and implementation to achieve project objectives.

Application to Construction Projects. Contingencies are resources, and different resources influence the development of different formats of contingencies. Contingencies in construction projects provide buffers to mitigate uncertainties in situations that materialize without negatively impacting the project's objectives, resulting in contingencies critical to risk management and project performance success (Ortiz et al., 2019). Project leaders establish time, money, and resource contingencies to reduce risk. Contingencies, such as a time float in specific project areas of the schedule, may be created to manage and control the situation within the project environment (Ortiz et al., 2019). The contingency perspective rejects conventional scientific management strategies that influence the single way of designing management functions and the implementation of work within organizations (Garrity et al., 2018). Prior researchers acknowledged the existence of contingent variables that influence managerial functions, and managers acknowledge that there is more than a single way to manage organizational situations contingent on the circumstances (Garrity et al., 2018). Construction contingency may mitigate the unknowns in project management to meet project objectives.

Risk contingency is a factor to consider in construction project management. Developing strategies that address risk contingency planning and estimation may increase estimation accuracy, mitigate cost uncertainties, and reduce budget overruns (Akinradewo et al., 2019). Risk contingency planning may help predict the outcome of a construction project's cost and duration. Researchers argue that construction projects do not meet objectives due to poor performance, cost, and time overruns; thus, risk contingency planning can mitigate delays and the development of unanticipated project scope changes (Akinradewo et al., 2019). The risk planning process should consider the time contingency factor. Recommending time contingency in construction projects preserves project duration and provides assurances of successful completion on time (Sattineni et al., 2020). Thus, the contingency risk planning strategy may mitigate unpredictable unknowns by allocating budget and time reserves.

Capital projects require contingency funds to mitigate and align the expenditure of funds on a project. The project budget includes cost contingency reserves for addressing the project uncertainties, and contingency management entails making decisions that determine the appropriate use of project funds to meet project objectives (Ayub et al., 2019). The goal of providing cost contingencies is to ensure that the allotted project budget is sufficient to mitigate project risks and achieve project objectives (Hoseini et al., 2020). The cost contingencies can be reserved to mitigate unanticipated costs from project uncertainties such as incomplete designs, project estimation, project bidding, and price increases. A lack of consideration of cost contingencies may impact the outcome of a project. Poor project management and estimating procedures and a lack

of communication with project stakeholders are the leading causes of insufficient cost contingency consideration and management (Hoseini et al., 2020). A realistic project budget that meets the project's objectives may be maintained by maintaining proper project contingencies.

Overview of Project Management

Project management discipline transpired during the 1950s and 1960s during the arms and space program races. Project management focuses on gaining a competitive edge or adjusting plans based on opportunities (Germain & Aubry, 2019). The application of management science in project management was promoted by advancing such projects as the NASA Apollo project, the Polaris Project, and the Boeing airplane projects that required planning, controlling, scheduling, and cost management (Kerzner, 2018). The realization of project management revolutionized the business approach to applying project management practices.

Project management knowledge can help with the systemization and prioritization of project management processes, resulting in the successful completion of different types of projects. Megaprojects are complex, large, unique, high-tech, and innovative, demanding clear stakeholder corroboration (Ashkanani & Franzoi, 2022). The management of complex megaprojects can be influenced by technical, organizational, and environmental characteristics (Liu et al., 2022). Time, team, task, and transitions are elements that classify projects as temporary organizations using a 4T conceptual framework (Sydow & Braun, 2018). Sydow and Braun claimed that project management knowledge is lacking in comprehending inter-organizational aspects, and project

management practice has developed into specific types categorized by size, industry, and business objectives. The project management categories include construction, information technology, biotechnology, and architecture and design (Jain, 2021). Project management is complex and requires practical knowledge to implement processes using resources to achieve project objectives (Secundo et al., 2022).

The project management process consists of planning, development, and design lifecycle phases focusing on cost, time, and quality parameters. Within organizations, internal projects are a strategic tool that improves economic value, competitive advantage, and organizational performance in the public and private sectors (Bjorvatn, 2022). Researchers established that projects have a specific temporary time frame to accomplish objectives and organizational goals influenced by the project management approach.

Project management is a discipline recognized globally and has six standard methods and guidelines that focus on project quality management (Abdullah et al., 2021), and project management practices influence project success (Deshmukh & Bais, 2019). Prior researchers identified scope, time, resources, cost, risk management, communication, and stakeholders as crucial project management components for success. Project management practices require project managers and capital to perform a specific undertaking, manage resources, and use technology to produce a product that meets the desired objectives (Jain, 2021). Using elements, standards, methods, and guidelines in project management can help emphasize complex management systems that require more than one best way to manage projects (Jain, 2021).

Project Management Strategies and Innovation

Strategic management and innovation are connected and focus on organizational management processes to align strategic planning, project management, technological advances, resource utilization, and capital expenditure with business objectives and goals. Understanding how leaders use innovation and strategies in managing projects is essential. Sergeeva and Duryan (2021) explored how knowledge management improves innovative thinking and the development of strategies in project management and construction companies. Complex project-based companies require knowledge management and organizational learning to promote project management innovation strategies and thinking (Sergeeva & Duryan, 2021). Project team competencies for delivering projects successfully in complicated business contexts y on emotional, managerial, and intellectual team capabilities that drive innovation in project management (Oh & Choi, 2020). However, team leaders' member management, coordination, and conflict resolution affect the team's performance (Tabassi et al., 2019).

Applying innovative drivers, strategies, maturity models, and organizational knowledge can help improve innovative thinking capabilities and competencies that project leaders can use to improve the management of projects, construction processes, and project performance. Demir (2018) extended the knowledge of strategic management maturity models for innovation and emphasized that strategy studies lack innovation concepts and maturity models and are limited to theoretical frameworks. Innovation and maturity models in project management are strategic to project implementation design. Good organizational management enhances competitive advantage and influences

strategic management and planning to enhance organizational performance (Lo & Kam, 2022). Prior researchers established that technological advancements influence innovation (Lo & Kam, 2022). Open innovation strategies require the collaboration of internal and external technologies to align with the organization's model and processes (Bogers et al., 2019). Strategic management and innovation, change management, agility, and flexibility can provide leaders with the capabilities to apply situational management practices to improve organizational performance.

Using agile project management strategies to handle changes in the construction processes helps to manage changes effectively (Arefazar et al., 2022). Agile parameters: (a) continuous improvement, (b) constant monitoring, (c) progress evaluation, and (d) workflow flexibility are essential factors in management changes in construction projects (Arefazar et al., 2022). Project performance positively correlates with project management flexibility in the early project stages (Jalali Sohi et al., 2019). Prior researchers found that project complexity negatively impacts the performance of projects. Management flexibility can align project management practices with the organization's strategies and goals to improve performance and project success. Flexible project management strategies may help deal with project complexity and improve project performance (Arefazar et al., 2022; Demir, 2018; Jalali Sohi et al., 2019). Innovation, strategic management, technology, change management, and agile processes provide the framework to develop strategies that enhance project management practices, capabilities, and competencies.

Factors Contributing to Project Management Success

Project management success factors influence project success, which, when integrated with management's intensive planning, strategy development, risk management and mitigation, cost, time, and quality management. Project management practice influences project success factors, and there is a significant relationship between project management and project success (Hussain et al., 2022). Human resource management, scheduling, and planning are essential to project management variables, and planning procedures affect project success (Hussain et al., 2022). Project management practices can use the best way to apply tools and techniques that reduce project costs and time overruns. Zada et al. (2020) investigated project success elements, discovering that the interaction between planning, management practices, human resources, and project environment are interdependent factors that enhance project success. Compliance with regulations, project leaders' and managers' experience, coordination with subcontractors, and support from business leaders remain essential factors for the success of the project management process (Shamim, 2022). Project management success can be achieved by improving implementation efficiencies, mitigating risk, optimizing resources, and aligning management strategies with organizational goals (Shamim, 2022).

The execution of project management practices requires expert knowledge, techniques, and competencies to deliver projects on schedule and budget (Jitpaiboon et al., 2019). The influence of critical project success factors on project teams and performance investigated by researchers suggested that project management tools, best

practices, and project management may help project implementation succeed. The lack of management and control of critical project success factors within or external to the iron triangle may cause project failure (Durdyev & Hosseini, 2020). Researchers have established that project leaders and managers who use project management practices and techniques can succeed by applying project management tools in the right situation. Tshehla (2019) In exploring project management practices using the performance of hospitality construction projects, Tshehla (2019)discovered the categorization of interdependent critical success elements into nine knowledge areas that impact project governance and performance. Project management practitioners need to develop project management strategies that determine critical project management success factors at every project stage relevant to the nine project knowledge areas and develop a derivative of techniques and tools to improve project performance in context (Tshehla, 2019). The managers' leadership knowledge and experience are crucial for organizational success, including achieving business objectives and enhancing project performance (Oh & Choi, 2020). Utilizing a multidimensional strategic framework in project management can lead to successful project completion while adding business value.

Factors Contributing to Project Management Failure

The lack of project management practice can impact and cause challenges in project implementation due to a lack of effective leadership, risk management, decision-making, adequate resources, and misalignment of project objectives and business goals (Gunduz & Al-Naimi, 2022). Project management practices are employed to manage complex projects in dynamic and uncertain internal and external environments.

Construction delays affect the projects' viability, performance, and quality; customers, contractors, and project management teams are critical factors that affect a project's financial goals (Gunduz & Al-Naimi, 2022). Prior researchers suggested critical factors that cause project delays and identified that poor planning, lack of project management experience, knowledge, stakeholder conflicts, and the condition of the economic environment impact the implementation and management of projects (Durdyev & Hosseini, 2020). Researchers investigated concepts and theories relevant to project management and construction techniques and defined project failure as time and cost overruns and not achieving quality parameters (Durdyev & Hosseini, 2020). Also, researchers demonstrated that project delay influences various factors specific to a project (Durdyev & Hosseini, 2020; Gunduz & Al-Naimi, 2022). Project delay factors are interdependent and can impact project performance or result in failure; Gunduz and Al-Naimi (2022) suggested that managing construction projects effectively reduces delays. Thus, project leaders can develop strategies to implement and execute projects successfully.

Prior researchers identified different perspectives regarding the causes of project failure. The primary factors that cause construction project failure are related to the contractors' internal structure and systems (Khlaifat et al., 2019). Sanni-Anibire et al. (2022) disagreed with Khalifat et al.'s findings. Globally, construction project delays include contractor financial difficulties, delays in approving and paying finished work, challenges with the procurement process, inadequate site management and planning, poor resource planning, management, and time duration estimation (Sanni-Anibire et al.,

2022). In addition, the lack of stakeholders' experience, conflicts, poor communication, and lack of materials cause project delays (Durdyev & Hosseini, 2020; Sanni-Anibire et al., 2022). The delays are universal and project and country-specific (Durdyev & Hosseini, 2020; Sanni-Anibire et al., 2022). Also, the researchers established that there is limited consensus on sources of project delays. Delays reduce construction output, and construction delays impact the project's success and its stakeholders (Sanni-Anibire et al., 2022). Thus, determining project failure requires evaluating the influence of critical factors, which are project-specific, and applying mitigation strategies to improve project management performance.

Inadequate construction planning, schedule directing and regulation, and the organization of project budgeting elements can cause project delay and failure (Hai Nguyen, 2020). Leaders can develop project management strategies, identify lessons learned, and improve processes to mitigate project failure factors to enable project performance and influence the successful implementation of projects. The failure of the project management process in managing construction projects presents financial risks to the company and business (Wijaksono et al., 2020). Thus, project management strategies are critical for organizational success and significant to the performance of construction projects.

Project Management and Business Strategies

In business, project management application entails applying management principles, knowledge, experience, and skills to accomplish a specific project objective aligned with the business goal. Project management remains a temporary process that

focuses on delivering a specific product using time, cost, and scope parameters (Flohr & Curtis, 2021). Applying project management procedures requires knowledge and skills to manage complex project activities in different industries, including the hospitality sector (Rengel Jara et al., 2019). Business leaders use project management principles to identify and manage risk, manage resources and finances, and communicate effectively with project teams and stakeholders (Galabova, 2019). The principles underline the importance of using leadership strategies to solve problems in a complex business environment.

Leaders use portfolio management, project governance, and program management strategies to deliver quality products that improve business value and performance. Project management procedures can advance strategic business goals, prioritizing resource sharing to manage project scope, schedule, and budgets while reducing risk by managing project complexity and uncertainty (Nguyen et al., 2019). Risk management practices may provide strategies for project management in construction projects, and risk management strategies in construction projects may be essential for project success (Nawaz et al., 2019). The organization's business performance may be improved through effective risk management in project implementation by strategically reducing the impact of variables that cause project delays and failures. Project management strategy is applied to projects with defined parameters, objectives, and goals, improving performance and adding value to the organization (Kerzner, 2018; Tereso et al., 2019).

In contrast, business management focuses on changes in business goals and objectives or constraints to complete the project by start and finish dates (Tereso et al.,

2019). Researchers established that appropriate project management practices improve management performance and business value (Tereso et al., 2019). Organizational leaders may use project portfolio management as a business strategy and process to select and prioritize projects, balance projects with business needs, align projects with business strategy and objectives and manage resource capacity in projects and organizations (Tereso et al., 2019). Successful project management strategies may be influenced by understanding the organization's project management maturity level, and the organizational project management maturity can help businesses focus on improving project management to fit with the organization's objectives and goals (Wijaksono et al., 2020). The organization's project management maturity model may ensure the review of projects, programs, and portfolios that organizations use to improve business performance and value (Wijaksono et al., 2020). Also, organizational maturity may help in understanding how best project management techniques can be applied in various phases of project implementation to align management principles with business plans and promote competitive advantage (Barbosa et al., 2021).

Strategy formulation and implementation focus on accomplishing the organization's long-term goals, and researchers have shown that organizations struggle to achieve best practices between strategy formulation and implementation (Tawse et al., 2019). Project management processes offer a strategic business framework for improving business efficiency and performance (Armenia et al., 2019). Lack of strategic project management skills among project managers leads to project failure (Vivek & Nanthagopan, 2020). Project management remains unique to the project organizational

culture. The project manager fosters different business decision-making and success criteria, reinforcing the perspective that no single strategy or approach is applicable in different companies and situations (Kerzner, 2018). Projects are initiated for business reasons to achieve desired business outcomes, and project managers can prevent ineffective strategies that can impact organizational and project objectives.

Project management is contingent and entails that the optimum way to manage a project depends on its situation, and companies should use specific project strategies (Barbosa et al., 2021). In the business context, the project management perspective recognizes that organizational benefits, business value, strategic alignment, and organizational goals interact and remain interdependent to achieve the project's success (Barbosa et al., 2021). Strategic project leadership focuses on aligning project strategy, project efficiencies, the organization, and project management maturity level (Musawir et al., 2020). Developing independent strategies can help project leaders accomplish business needs by using different strategies in different project situations. Project management is not applied universally, and different industries have different risk strategy management tolerances because projects have different characteristics (Kerzner, 2018). Thus, different projects require different implementation strategies to accomplish business goals, demonstrating that no single method exists to manage projects.

The project management process ensures that construction projects continue using quality performance techniques such as cost, quality, time management, communication, and collaboration with customers and stakeholders (Ingle & Mahesh, 2022). Project management strategies and strategic project leadership aspects may be used in strategies

and the implementation of best management practices to identify crucial success factors and key performance indicators that improve project management, governance, and control (Ingle & Mahesh, 2022). Researchers concluded that initiating projects for business reasons requires more than the performance of the triple iron triangle elements to evaluate success (Damayanti et al., 2021). Agility and flexibility in managing projects may provide new ideas for improving project management, business performance, and value.

Importance of Project Governance and Portfolio Management to Project Success

Completing projects within budget and on time means that the return on investment can take place quickly, which could justify the selection and prioritization strategy to increase business value. Project governance decisions facilitate the implementation of appropriate projects that contribute to organizational goals (Lappi, Aaltonen, et al., 2019). Using the contingency theory approach may help manage portfolio projects (Martinsuo & Geraldi, 2020). Realizing project governance objectives aligned with managing portfolios, programs, and projects may help future project initiatives succeed and improve business value. Müller et al. (2019) extended Martinsuo and Geraldi's (2020) perspective, suggesting that project management implementation depends on the interaction of management of portfolios, programs, and projects that collaborate to accomplish organizational goals. Integrating the project management office with project governance and organizational structure can influence the development of organizational project management (Müller et al., 2019).

Achieving project management governance and portfolio management

performance targets can provide data to improve the performance of future projects and enhance business value. The success of projects improves competitive business advantage. Project success may also be attributed to the sense-making perspective that recognizes good governance structure, proven project management practices, and construction methods (Brunet & Forgues, 2019). The performance of project portfolio management can provide guidance and strategic value for a specific situation and impact portfolio results (Yamakawa et al., 2018). Orlandi et al. (2020) supported Yamakawa et al.'s (2018) assertions, providing insight into the significance of strategies, and stated that the alignment of strategic planning and project management could impact the success of portfolio management implementation.

Project governance and portfolio management strategies can assist businesses in increasing value, balancing resources, maximizing productivity, and accomplishing financial objectives (Saeed et al., 2021; Yamakawa et al., 2018). Adopting flexible management in dynamic, complex organizational and business environments encourages the selection of innovative strategies that increase project portfolio performance (Saeed et al., 2021) and can affect project success. Project governance entails a dynamic decision-making structure that promotes project prioritization and selection (Maceta & Berssaneti, 2019). The governance of projects remains a flexible decision-making approach that guides the prioritization and selection of projects (Maceta & Berssaneti, 2019). Prior researchers acknowledged that project governance and portfolio management are concerned with return on investment, stakeholder satisfaction, and strategies linked with objectives and goals that justify the business case and increase business value (García-

Morales et al., 2020). The success of construction project portfolios influences economic development, organizational profitability, and social benefits that improve community employment opportunities (García-Morales et al., 2020). Project governance guides and controls the portfolio, program, and development of strategic management processes to accomplish projects in different sectors to achieve the organization's objectives and goals.

Agile Project Management

Project management requires agility and flexibility in application, and agile project management has emerged as the new paradigm for delivering projects. Radhakrishnan et al. (2022) examined the impact of agility principles and complex adaptive systems theory on project success. A significant relationship exists between project team autonomy, diversity, and client collaboration that correlated with project agility's influence on project success (Radhakrishnan et al., 2022). Researchers acknowledge agile project management's adaptability, inventiveness, and applicability across different industries. Tam et al. (2020) investigated the correlation between team capability, customer participation, and the effectiveness of agile project principles, and van Oorschot et al. (2018) assessed the effects of repetitive cycle duration on project team performance. Thus, team autonomy and continual client involvement can be essential to completing agile projects successfully (Lappi, Karvonen, et al., 2018; Tam et al., 2020; van Oorschot et al., 2018). The success of agile project management is essential to business performance, success, and value.

Thesing et al. (2021) categorized project management strategies into a plan-driven

waterfall and adaptive agile. The agile approach outlines project goals within short-term planning and supports project flexibility, allowing firms to adjust to changing client needs. Additionally, waterfall and agile methodologies may interact to produce a hybrid framework for project management decision-making (Thesing et al., 2021). Despite the popularity of agile initiatives, existing studies demonstrate a dearth of studies on the determinants that influence project agility (Radhakrishnan et al., 2022). The findings of Radhakrishnan et al. may help agile project managers develop strategies to empower teams, create innovative solutions, improve team selection, and identify required skills to increase project success.

The use of agileproject management approach in information technology projects has limitations and lacks universal use in construction projects (Radhakrishnan et al., 2022). The delivery of projects in both industries may face similar failure and success factors. Accepting change in construction industry management processes through the agile project management lens can offer new management perspectives (Arefazar et al., 2022). Prior researchers identified the impact of low construction industry production levels on the economy, society, and the environment caused by a lack of performance in architecture, engineering, and construction. The advances in building information modeling and lean construction methods can improve construction productivity and efficiency (Heigermoser et al., 2019). Further research can close the gap between the successful use of agile principles in information and technology projects and the traditional project management approach in construction projects.

Leadership Styles and Project Success

Leadership concepts are frameworks that help the understanding of leadership style and practice. According to Vaagaasar et al. (2019), the leadership conceptual framework impacts how project management leadership affects the project environment. Leadership style impacts leadership in project management depending on workplace interaction, project type, and construction project setting (Vaagaasar et al., 2019). Work circumstances and leadership practices can influence decision-making in difficult situations that may impact project outcomes.

The impact of leadership skills on project success using the project type as a mediator suggests that managerial leadership skills and knowledge may impact the growth and success of an organization (Podgórska & Pichlak, 2019). Moradi et al. (2020) supported Podgórska and Pichlak's (2019) findings regarding the importance of managerial skills, knowledge, and competencies to accomplish the project and organizational objectives. Management competence training emphasizes emotional intelligence, dynamic managerial variables, and intellectual dimension as strategies to improve management performance (Podgórska & Pichlak, 2019; Vaagaasar et al., 2019). The researcher's perspective supports the importance of project management knowledge, management principles, and the use of appropriate leadership styles that can influence successful project teams.

Humble and Servant Leadership. Prior researchers established the importance of corporate culture, leadership style, the efficiency of resources management, the need for management experience, and the development of strategies that influence project

success. Using the conversation of resources framework as a lens, Ali, Li, Durrani, et al. (2021) evaluated the impact of humble leadership on project success and determined that humble leadership can improve project success through mediation and moderation processes. Humble and servant leadership behaviors are similar but not comparable; project leaders do not always exhibit the qualities necessary for project success (Ali, Li, Durrani, et al., 2021). A humble leadership style can enhance a resource-based culture that utilizes the best resources to maximize project success and business performance (Ali, Li, Durrani, et al., 2021). Therefore, developing strategies to employ organizational resources efficiently is essential (Ali, Li, Khan, et al., 2021). To improve performance, humble leaders may strengthen the organization's culture and processes that can influence team members' self-sufficiency and improve project success.

Leaders can use human resource assets to improve organizational performance. The leadership's indirect and direct support influence the moderation of team-building within an organization's situation, and the leader's knowledge and ability to develop organizational strategies can support the project team's success (Ali, Li, Khan, et al., 2021). Humble leadership impacts project success, and as such, humble leadership characteristics require self-evaluation, the recognition of strengths and weaknesses, and flexibility to achieve objectives (Ali, Li, Khan, et al., 2021). Exploring new ideas and using feedback to formulate organizational strategies in a specific situation can enhance teamwork and project success.

Transformational Leadership. Humble and transformational leadership styles focus on team-building perspectives. Through the social information processing lens,

Nauman et al. (2022) examined the mechanisms and situations that controlled transformational leadership on projects' success. Group inclusiveness, developing others, encouragement, and charisma help to measure transformational leadership (Fareed & Su, 2022). Prior researchers established that collaborative partnerships and group cohesion promote constructive debates and inspire innovative ideas. Team building can influence the impact of transformational leadership on project success. The social information processing theory supports the assumption that transformational leaders influence project performance by motivating and inspiring team members to accomplish project objectives (Nauman et al., 2022). Transformational leadership can improve employees' motivation and commitment while addressing team-related challenges (Northouse, 2019). Researchers offered a contrasting viewpoint on transformational leadership. Without an enabling organizational culture, businesses may not fully benefit from transformational leaders' strategies to improve project outcomes (Nauman et al., 2022). Using team leadership strategies and innovative ideas can successfully improve project performance.

Transformational leaders influence organizational and individual transformation by developing appropriate strategies. The investigation of the link between transformative leadership and multidimensional project success established a relationship between transformative project leadership, adaptability, visibility, and project success (Zaman et al., 2019). Visibility helps handle scheduling difficulties and dependencies more efficiently in project management (Zaman et al., 2019). Thus, transformative leaders can use project resources to adapt to the dynamic project

environment to accomplish project goals.

Ethical Leadership. Researchers have determined that trust can help ethical leadership to influence project success. The social learning theory may demonstrate the leaders' trust and knowledge of ethical leadership (Bhatti et al., 2021). A gap exists in the ethical leadership literature about project management practices that can guarantee project team success, and project management is more important than organizing and regulating processes (Bhatti et al., 2021). Ethical leadership is influenced by the leader's credibility and the ability to share information, and the two factors help establish a link between ethical leadership and project performance success (Bhatti et al., 2021). Thus, leadership values can be essential in efficiently managing project resources to achieve project goals.

Project leaders' ethical conduct should promote ethical behavior and increase project team cooperation and performance. The relationships between ethical leadership behavior and project success are significant; servant, authentic, transformational, and humble leadership styles effectively achieve project objectives (Mubarak et al., 2022). Prior researchers found gaps and little attention in project management literature addressing the role of ethical leadership in project success. The project leaders' direct and indirect ethical behavior could improve or impact project success (Mubarak et al. (2022). The impact of immoral leadership behavior on project success suggests that unethical behavior can affect decision-making and lead to undesirable outcomes, and penalization may be used to mitigate unethical standards (Mubarak et al., 2022). Ethical behavior by leaders and employees can lead to business

success in project-based companies (Mubarak et al., 2022). Leaders may use ethical leadership strategies to motivate teams to complete projects successfully.

Balanced Leadership. Balanced leadership provides a perspective toward a cross-functional leadership approach. Project managers can use the balanced leadership approach to distribute horizontal leadership authority to influence different roles in specific situations (Alonderienė et al., 2022). Due to its ability to change and adapt to circumstances between vertical and horizontal leadership, balanced leadership may provide value to project management (Sankaran et al., 2020). The balanced leadership concept, a dynamic construct, may be used to select a project team member, identify and empower leaders, share project governance, and encourage leadership transition between vertical and horizontal leadership in the management of projects (Alonderienė et al., 2022; Drouin et al., 2021). The balanced leadership concept explores and conceptualizes theories that may develop leadership strategies contingent on the situation. Prior researchers investigated balanced leadership theory and established that a balanced leadership approach and characteristics are contingent on project situations and can enhance the accomplishment of project objectives and goals (Drouin et al., 2021). Project leaders can develop strategies that empower vertical and horizontal leaders to manage projects efficiently (Drouin et al., 2021).

Nature of Hospitality Construction Projects and Leadership Strategies

The size, complexity, financial requirements, and nature of hospitality projects or integrated resorts categorize them as mega-projects. The implementation and execution of mega-projects require management strategies, cost billions of dollars, and

take more than a year to develop (Babaei et al., 2021; Hwang et al., 2020; Wang, Li, et al., 2021). Globally integrated resorts cost billions of dollars in capital investment (Damayanti et al., 2021). In Nevada, the United States, the budgets for the construction of integrated resorts range between $1.66 billion and $4.6 billion (Okada, 2020), and the costs are comparable to mega-projects construction capital investments. Prior researchers found that leaders use financial management strategies to manage complex projects successfully. Project success in the hospitality industry depends on a solid understanding of knowledge management, resource management, and financial management strategies (Tshehla, 2019).

Project management success strategies are contingent upon sufficient resources, stakeholder cooperation, good communication, support from project stakeholders, and clear strategic goal (Wang, Xu, et al., 2023). Large-scale projects are transformational and can face challenges during implementation. The challenges are characterized by complexity, the need for competence in project management knowledge, and the nature of projects that can impact the efficiency of delivering projects (Wang, Xu, et al., 2023). However, the desired project management outcome is that successful projects achieve functionality and performance, meet desired parameters and specifications, and accomplish business and investors' requirements.

Hospitality projects are complex in planning and implementation, and leaders can develop a strategic project management approach to mitigate complexity and uncertainty to execute projects successfully. In mega-project execution, leadership strategies should address management knowledge and skills, resource availability, complexity

management, appropriate technology requirements, and greater participation of the project team and stakeholders (Damayanti et al., 2021). The low performance of megaprojects may be caused by the lack of knowledge of the project's critical success factors and success criteria (Wang, Xu, et al., 2023). A gap exists in current studies that can explain the project management process of megaprojects from planning, design, construction, integration, and operation (Denicol et al., 2020). The success criteria could ensure the classification and assess organizational goals and construction project management strategies and objectives.

There is a gap in the literature that addresses leadership strategies used in constructing hospitality-integrated resort projects and classifying the developments as mega-projects. Hospitality project management skills continue to become increasingly crucial (Tshehla, 2019). The similarities between mega-projects and hospitality-integrated resorts are significant in terms of project size, capital value, complexity, and construction duration (Tshehla,2019). Implementing time and cost management strategies in large-scale projects is critical to mitigating project failure and enhancing project success (Hwang et al., 2020). The successful management of integrated hospitality projects enhances the country's economic growth and impacts geographical locations, individuals, and community livelihoods (Damayanti et al., 2021). The shape and form of hospitality-integrated resort projects fit the mega-projects profile because of the requirements of substantial physical and financial resources. Therefore, it is essential to explore strategies leaders use to mitigate complexity and uncertainty in large-scale projects to close the literature gap through further academic research.

Transition

Section 1 is the study's foundation, and I provided the problem's background, problem statement, purpose statement, the nature of the study, research question, and interview questions. This section also included specific detailed conceptual framework information, operational definitions, assumptions, limitations, and delimitations of the study. Also included in Section 1 are the detailed sections on the significance of the study, contributions to business strategies and implications for social change, and the academic literature review. The literature review encompassed an in-depth analysis of contemporary project management articles and concluded by highlighting related themes to the importance of (a) project management strategies and innovation, (b) factors that contributed to project management success, (c) factors that contributed to project management failure, (d) project governance and portfolio management influence to project success, and (e) leadership to the success of projects to provide a comprehensive understanding of the research topic.

In Section 2, the purpose of the study is restated, including an explanation of the role of the researcher, the research method design, eligibility, and identification of the participants. This section includes identifying the study's population and an explanation of sampling, ethical research justification, data collection and techniques, and data organization methods. Section 2 concludes with discussions of the methods of ensuring reliability and validity: the research findings and further research recommendations presented in Section 3. Also, Section 3 includes applications of the findings in professional practice and social change. Section 3 concludes with my reflections on the

study.

Section 2: The Project

Section 2 focuses on the processes and procedures I employed to collect research data to explore and analyze the specific business problem. The beginning of Section 2 restates the purpose statement and explains my function and role as a researcher. The research aimed to broaden the knowledge and perception that project leaders used to develop strategies to deliver projects within budget and on time. Section 2 consists of participants' information on the research method and design, population and sampling, ethical research practices, data collection instruments and techniques, data organization procedures, data analysis, and research reliability and validity. A summary of Section 2 concludes Section 2 and transitions into Section 3 of the study.

Purpose Statement

The purpose of this qualitative multiple case study was to explore project management strategies project leaders use to deliver hospitality construction projects within budget and on time. The sampled population consisted of five project management leaders at the director level and above of four hospitality-integrated resorts in Nevada who developed successful strategies to deliver construction projects within budget and on time in their organization. The study's findings could significantly promote positive social change through providing employment, reducing poverty, and raising the community's livelihood. Hospitality businesses can help support social and educational programs that could improve employability and reduce unemployment, starvation, and homelessness, improving the general livelihood of the community.

Role of the Researcher

The role of a qualitative researcher is to collect data ethically from multiple sources through interviews, archive documents, and physical artifacts (Yin, 2018). The role of the researcher is to reflect on the ethical research approach, protect participants through informed consent, and collect data using ethical standards (Cumyn et al., 2019). My role was to design the research study method, protect and respect participants, analyze data, and be the data collection instrument following the prescribed process. Researchers should also disclose any difficulties and experiences faced during the research to maintain clarity for readers (Dash & Verma, 2019). Reflexivity includes recognizing the impact of the researcher's role in research and taking responsibility for actions that impact research (Reid et al., 2018). Researchers must acknowledge their research role and connections to the topic and participants. I have worked in the design, construction, and project management industry for over 20 years, and I understand industrial processes. However, I have not worked for the hospitality organizations that I included in my study that have conducted business in Nevada for more than 10 years. Qualitative researchers select participants who are knowledgeable about the research topic (Patino & Ferreira, 2018). However, I did not have a relationship with participants working for these organizations. As a researcher, I followed research protocols and values and harnessed reflexivity to mitigate bias in this study.

The American Psychological Association (2020) emphasized the need to (a) accurately present research findings, (b) protect study participants' morality, values, and identities, and (c) protect intellectual property rights. *The Belmont Report* (1979)

addressed ethical principles that a researcher must adhere to when dealing with human subjects (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). I followed the ethical guidelines outlined in *The Belmont Report* created by the U.S. Department of Health and Human Services (1979) to protect persons, beneficence, and justice. The beneficence principle involves researchers maximizing the benefits of the research study while ensuring that they do not harm the participants in any way (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Justice entails demonstrating fairness to human subjects in a research study (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). My role as a researcher was to respect participants as autonomous agents and protect their integrity. I engaged the participants by explaining to them the informed consent process, obtaining their approval via email, and ensuring adherence to ethical principles when conducting research studies. I treated all participants fairly, ensured participant confidentiality, and informed participants about the voluntary nature of their participation and the option to withdraw at any stage of the study without having to provide a reason for such withdrawal or suffering any negative consequences.

As a researcher, I also recognized and mitigated researcher and participant bias using research protocols to achieve research quality. Research bias can be unintentional in data collection and analysis (Connor & Evers, 2020). Bias threats can impact the quality of academic research (McSweeney, 2021). I used member checking to validate my summarized interpretations of the participants' responses to interview questions and

to ensure that I did not misrepresent or include researcher biases in the participants' data. As a researcher, I was responsible for interviewing enough participants to reach data saturation.

Further, designing an effective interview protocol in qualitative research ensures the gathering of rich data (Yeong et al., 2018). The use of interview protocols reduced the digression from the research phenomenon. Interview protocols provide a framework that guides the interview procedures, such as introductions, conduct, and conclusions (Abdel Latif, 2019). I conducted my interviews where participants felt comfortable answering questions openly. I used an ethical interview protocol structure (see the appendix), member checking, and ensuring that participants met the research criteria selected to achieve data saturation to reduce research bias in this research study.

Participants

I was responsible for determining the eligibility criteria for participants in my research study. Establishing criteria for research participants can improve research quality (Yin, 2018). To be eligible for this study, I selected project management leaders in the hospitality industry who had implemented successful strategies to deliver construction projects within budget and on time. The participants of this multiple case study consisted of five project management leaders at the director level and above from the hospitality industry in Nevada who had successfully implemented strategies to deliver construction projects within budget and on time. The eligibility criteria to select the participants included project management directors and above who had worked in the hospitality industry, leading construction projects successfully for at least 5 years.

Qualitative research interviews can have positive effects on the participants (Garrels et al., 2022). Gaining access to credible participants helped collect valuable data and improved the success of research findings.

Recruiting participants is essential for the success of a research study (McGrath et al., 2019), and various recruitment methods and processes are used to gain access to participants (Johnson et al., 2020). Researchers attend conferences, seminars, and public discussions relevant to their research topic to gain access to participants (Jarvis et al., 2022; Telis et al., 2019). Facebook and LinkedIn are also social media platforms that researchers can use to recruit participants in a timely and cost-effective manner and increase access to other participants through the snowball effect (Stokes et al., 2019). Researchers can also use online platforms, emailing, and video conferencing to recruit and interview participants (Upadhyay & Lipkovich, 2020). I used emails, LinkedIn, and Facebook to identify participants. To recruit participants, I emailed the director-level participants and explained my study and eligibility criteria in detail. The email also clarified participation expectations and the potential benefits of participating in my study. I obtained director-level consent via email and conducted the interviews through Zoom conferencing.

Building rapport with participants helped to establish a successful working relationship. Exchanging emails between the researcher and participants helps build rapport before interviews, making participants feel comfortable and relaxed, which improves the acquisition of comprehensive data (Khalil & Cowie, 2020). Researchers develop rapport with participants by asking open-ended questions, eliciting details, and

improving trust to enable participants to describe their experiences freely without bias (Mirick & Wladkowski, 2019). I built rapport with my participants by engaging in friendly conversations during the Zoom conference to gain their trust, openly expressing the goal of my research, asking open-ended questions, inviting detailed responses, and demonstrating an interest in their responses.

Research Method and Design

The purpose of this qualitative multiple case study was to explore project management strategies that leaders used to deliver hospitality construction projects within the budget and on time. The research method should be described in detail to demonstrate that credible research protocols were adopted and that other researchers can replicate further studies (Johnson et al., 2020). I conducted a qualitative study to explore in-depth experiences in specific real-life settings using selected study participants.

Research Method

Researchers use qualitative, quantitative, and mixed-method research methodologies to conduct studies (Strijker et al., 2020). Researchers use semistructured interviews, archived records, documents, and artifacts in qualitative research to explore and collect rich data about the research topic (Yin, 2018). Quantitative researchers use systematic and empirical investigations to analyze the phenomenon (Basias & Pollalis, 2018) and investigate the relationship between variables (Bougie & Sekaran, 2020), quantifying numerical data to explain an occurrence (Saunders et al., 2016). A mixed-method study has qualitative and quantitative characteristics in the research design (Alavi et al., 2018; Tosuncuoglu, 2019). I chose the qualitative method because I explored a

phenomenon—the strategies that successful project leaders in the hospitality industry used to complete construction projects within budget and on time. Researchers gain meaningful insights into the qualitative investigation through interpretations and explanations of experiences (Taquette & Borges da Matta Souza, 2022).

Research Design

The qualitative research method has a variety of research designs to collect data that researchers use to conduct studies, such as case studies, ethnography, phenomenology, and logical and grounded theory (Cypress, 2018; Moser & Korstjens, 2018). The phenomenological research design entails exploring lived experiences (Yin, 2018). The phenomenological research design was not appropriate for my research because I did not explore data on participants' lived experiences. The narrative research design aims to understand a topic by developing individual stories of experiences about the event (Mueller, 2019). A narrative study focuses on human lives and historical experiences (Tomaszewski et al., 2020). I did not use the narrative research design because my research was not focused on recounting personal stories and lived experiences. The ethnographic research design studies cultural practices shared by groups of people and patterns of social interaction (Tomaszewski et al., 2020). A researcher uses an ethnographic research design to explore and understand the phenomenon and behavior of cultural groups (Bougie & Sekaran, 2020). My study did not explore cultural interactions for specific social groups. Therefore, the ethnographic research design was not appropriate.

I chose the multiple case study design to conduct this research study. Researchers

utilize case studies as a research design to comprehensively understand a phenomenon in its real-life context (Yin, 2018). Scholars use the *how*, *why,* and *what* questions in case studies to explore the research topic (Mohajan, 2018). Case study research can be conducted as a single case or multiple cases to collect data from multiple sources (Harwati, 2019). Multiple case studies allow a broader discovery of the research topic than the single case study method by comparing similarities and differences (Ridder, 2017).

A researcher achieves data saturation when new data generates insignificant information to answer the study topic (Guest et al., 2020). Failure to reach data saturation impacts the quality of the research and impedes content validity (Gill, 2020). To reach data saturation, the researcher must acquire enough information so that no further coding occurs (Gill, 2020). I interviewed the participants and reviewed documents from public websites. I reached data saturation when additional data collection did not lead to new themes, and the information began to repeat itself.

Population and Sampling

Purposeful sampling entails the researcher using their best judgment to select the right participants, documents, artifacts, and information-rich data that provide insights, evidence, and an in-depth understanding of the research study (Staller, 2021). The purposive sampling method is a research strategy to recruit participants that will yield rich data using limited research resources (Campbell et al., 2020). I chose the purposive sampling method for selecting participants for my research study and obtaining rich data from the participants. I also recruited participants using snowballing sampling because

the purposive sampling method did not yield the minimum number of participants for my research (see Gill, 2020; Parker et al., 2019).

Prior to data collection, qualitative researchers must decide on the sample size (Gill, 2020). A multiple case study requires four to six participants to provide better analytical results (Yin, 2018). I recruited five eligible leaders with knowledge and experience in the hospitality construction industry and who had successfully used management strategies to deliver projects within the budget and time for my study. The participants included project management directors and above with project management knowledge who had worked in the hospitality construction industry for at least 5 years.

In qualitative research, data saturation occurs when researchers have collected all relevant data and cannot obtain more data for the study (Alam, 2021). To reach data saturation, I continued interviewing study participants and reviewing public company documents and websites until data stopped yielding new information relevant to the research topic. Personal interviews yield valuable data when selected participants volunteer information (Bougie & Sekaran, 2020). The research should allow the participants to choose a comfortable setting to discuss their experiences, which enables them to provide detailed information during the interview (Mirick & Wladkowski, 2019).

Zoom conferencing allows interviews to be conducted in a comfortable environment setting (Boland et al., 2022). Video conferencing interviews are viable data collection methods due to the visual interaction between participant and researcher (Khalil & Cowie, 2020). The interview location was in a natural environment with which the participant was familiar and offered minimal distractions, easily accessible, and a

comfortable setting. Due to the circumstances related to the COVID-19 pandemic, I conducted Zoom video conference interviews to provide flexibility and improved accessibility to the participants.

Ethical Research

Ethical considerations entail using the informed consent process to guide research design that protects researchers and participants. Using the informed consent form ensures that participants are informed about the purpose, methodology, expected results of the study, their involvement as participants in the study, and how the research study will be published (Husband, 2020). In research, ethical considerations include (a) accurately presenting research findings, (b) protecting study participants' morality, values, and identities, and (c) protecting intellectual property rights (American Psychological Association, 2020). I maintained ethical integrity throughout my research and followed Walden University's IRB guidelines to protect participants' privacy.

I outlined the goals of the study, potential risks, privacy, voluntary nature of the study, and interview procedures in the informed consent form. Participants consented by responding to an email acknowledging their participation in the voluntary study. I provided each participant with a copy of the interview protocol, which detailed the procedure and expectations (see the appendix). Ethical standards guide the research protocol based on guaranteeing personal freedom and rights (Taquette & Borges da Matta Souza, 2022), and the researcher must inform participants of their right to leave the study at any time, including deleting any collected data (Anabo et al., 2019). I also discussed the rights of participants to withdraw from the research study at any time without giving a

reason. The informed consent process provides researchers with guidelines for ethical research standards that respect human subjects, and I protected the participants' confidentiality by following ethical research guidelines and methods.

Researchers can offer incentives to encourage individuals to participate in a research study. While incentives to promote participation are not unethical, they may be controversial because it is unknown whether incentives attract undesirable volunteers or make participants less conscious of the research study's risks (Halpern et al., 2021). I did not offer incentives to recruit participants; instead, I established rapport, built trust, and maintained ethical integrity with participants. Protecting human subjects in a research study remains a priority in ethical decision-making, achieved through anonymity and confidentiality (Lippe et al., 2019). To maintain confidentiality, I used coding P1, P2, P3, and P4 to protect participants and 1, 2, 3, and 4 for organizations in my research study to protect participants' and organizations' identities. The study's text, appendix, and table of contents list the agreement documents.

I will store the research data on a password-protected flash drive, computer, and audio recordings in a lockable cabinet only accessible to me in my home office for 5 years to protect participants and data integrity. After 5 years, I will delete data from my personal computer and flash drive, erase audio recordings, and destroy all documents. My doctoral study includes Walden University's IRB approval number 02-15-23-1052045 to comply with ethical research requirements.

Data Collection Instruments

In a qualitative study, the researcher collects and analyzes data to achieve the

research goals (Alam, 2021). The researcher is the primary data collection instrument in qualitative research (Yin, 2018). I was the primary data collection instrument in this study, conducting interviews and reviewing public websites. Interviews can take different formats, including semistructured, informal, or structured (Bougie & Sekaran, 2020; Yin, 2018). For this study, I conducted semistructured Zoom conferencing interviews that allowed the collection of data-rich information from participants' responses. In qualitative research, semistructured interviews are standard data collection methods (Hartwell et al., 2019). Also, using organizational documents in qualitative research provides access to rich data that improves the value of the research (Morgan, 2022). I asked participants eight open-ended research questions and reviewed public documents in this study.

An interview protocol is essential for gathering information pertinent to the research topic within a time frame (Yeong et al., 2018). Using open-ended questions and interview protocols and understanding the meaning of participants' responses can help identify themes and connections applicable to the study from the collected data (Peterson, 2019). I used the interview protocol in the appendix of this study and eight logical open-ended research questions to interview leaders who used strategies to complete hospitality construction projects within budget and time. Before the interview, I also provided the participants with a copy of the interview protocol, which explained the expectations of the interview process. Researchers use multiple case studies to identify different perspectives of participants and search for patterns in qualitative research (Peterson, 2019). Multiple data sources provide the depth needed for qualitative analysis (Yin,

2018). In addition to conducting semistructured interviews, I reviewed documents from public websites and did not get access to leadership meeting minutes and project reports.

The dimensions of reliability and validity are of central importance in determining the quality of qualitative research (Quintão et al., 2020). The triangulation method improves qualitative research reliability and validity by using different data sources (Moon, 2019). I conducted methodological triangulation by comparing data obtained from semistructured interviews with data obtained from public website documents and determined that data alignment had occurred.

Additionally, researchers use member checking to validate participants' responses (FitzPatrick, 2019). Member checking is an instrument qualitative researchers use to determine the accuracy of their interpretations of participants' responses (Candela, 2019). In this qualitative study, I used the member checking strategy to improve the trustworthiness of the data I collected. After transcribing and interpreting data collected through semistructured interviews, I asked study participants to review my summarized interpretations of their answers to interview questions to confirm the accuracy of my interpretations. Member checking is an essential process of triangulation methodologies (Candela, 2019), and conducting the member checking process also reduces data misinterpretation and misunderstandings and helps identify researcher biases in collected data (FitzPatrick, 2019).

Data Collection Technique

Researchers can use interview techniques such as face-to-face, focus groups, observation (Natow, 2020), Zoom conferencing (Archibald et al., 2019), telephone, e-

mail, and online chat (Saarijärvi & Bratt, 2021) to collect research data. Researchers use semistructured interviews as a systematic research tool in social science studies (Kaliber, 2019). Zoom videoconferencing enables qualitative researchers to reach unreachable participants without incurring significant expenses (Boland et al., 2022). To obtain quality data and improve participants' experience, the researcher should consider potential technical issues, proper planning, privacy, and establishing rapport with participants (Boland et al., 2022). Walden University's IRB approved using face-to-face, focus groups, observation, Zoom conferencing, and telephone interview approaches. For this study, I conducted interviews using Zoom conferencing data collection instruments and the interview protocol found in the appendix. Before conducting the interviews, I asked the participants to choose the interview method they were comfortable with and preferred. I utilized eight open-ended questions to obtain information in the interviews. Before each interview, I informed the participants that the interview would be recorded and asked them to consent via email. Additional data collection methods entailed reviewing documents from public websites on project leadership and artifacts—the interview protocol for this study is detailed in the appendix.

Researchers found that Zoom conferencing and face-to-face meetings offer equivalent quality interviews, and video conferencing in qualitative study enables convenience, flexibility, access to several participants in a short period, screen sharing, and recording of interviews (Gray et al., 2020). Using Zoom conferencing increases favorable participant experiences, which helps researchers collect valuable data (Gray et al., 2020). Zoom conferencing interviews provide the participant with a comfortable

setting and allow the interviewer to observe the nonverbal communication (Gray et al., 2020). Using the virtual Zoom interview technique to collect data provides advantages such as convenience, putting participants at ease, building rapport, a friendly environment, and obtaining valuable information from responses (Archibald et al., 2019; Hamilton & Finley, 2019).

The use of Zoom interviews also has disadvantages. Disadvantages of videoconferencing for interviews include technical difficulties, increased hardware and software costs, and proficiency in using the Zoom platform (Gray et al., 2020). Conducting interviews using virtual Zoom tools can be impacted by video and audio quality, which affects data integrity and quality (Archibald et al., 2019). Using public company documents is an advantage of obtaining secondary data from archived records, which are easily accessible (Bougie & Sekaran, 2020). The disadvantage could be limited access and censorship of documents due to company secrets, which impact access to valuable data. Another disadvantage of using data from documents is that the researcher must evaluate the data's accuracy, data collection timeliness, data relevance, and data cost (Bougie & Sekaran, 2020).

Also, another disadvantage is that published documents contain data that can be biased in favor of the company. During the informed consent process, I requested access from participants to review public company documents relevant to this study. After I received my IRB approval letter, I contacted eligible participants to provide their consent through email before I began data collection. I did not conduct a pilot study due to limited time and resources. Pilot studies require time and financial resources (Lowe,

2019). After the interviews, I summarized and interpreted the recorded data. Researchers used the member checking technique to ensure the study's integrity, validity, and trustworthiness (Motulsky, 2021). Member checking improves the accuracy of data interpretation, validity, and credibility (FitzPatrick, 2019). I conducted member checking by providing participants with my summarized interpretations of their answers to interview questions and asking them to review the accuracy of my interpretations.

Data Organization Technique

Data organization provides a reasoning approach to label collected information methodically (Baroni & Riveret, 2019). Organizing data helps researchers track data in a systematic and logical process. Researchers organize data using Microsoft Word and Excel while preserving its context (Skjott Linneberg & Korsgaard, 2019). I used Microsoft Word to transcribe interviews and NVivo to organize and analyze transcripts to find themes. I labeled and coded data to improve data sorting and structuring and made the data easily accessible and retrievable. The coding process helps to systematically label data, which enables the storage of collected data in labeled folders (Skjott Linneberg & Korsgaard, 2019). For this study, I labeled folders with codes to maintain participants' privacy and confidentiality and their companies' privacy. I used P1, P2, P3, P4, and P5 codes to protect participants and numeric codes 1, 2, 3, and 4 for organizations. P1 worked for organization 1, P2 worked for organization 2, P3 and P4 worked for organization 3, and P5 worked for organization 4. Recorded files, transcribed data, interview notes, and company information were coded and stored in a password-protected computer along with the physical copies in a locked cabinet. All the research

data will be stored for 5 years and destroyed after 5 years, as required by Walden University's guidelines.

Data Analysis

Qualitative data analysis entails concluding raw data collected from interviews to provide meaning (Yin, 2018). Also, analyzing data involves categorizing, assembling, and disassembling data, interpreting data, and providing conclusions (Yin, 2018). Triangulation helps analyze data from different sources in data analysis to improve validity and reliability, making the study results credible, dependable, confirmable, and transferable (Moon, 2019). Triangulation can help validate multiple case study research by analyzing multiple data sets (Farquhar et al., 2020; Fusch et al., 2018). Researchers can use four types of triangulation methods in qualitative case study research: (a) investigator triangulation, (b) data triangulation, (c) theoretical triangulation, and (d) methodological triangulation (Bougie & Sekaran, 2020; Farquhar et al., 2020; Yin, 2018). I chose methodological triangulation to analyze data from semistructured interviews and documents from public websites. Data triangulation can aid in explaining the relationship between the participants' views in a specific time frame and space using multiple data sources (Farquhar et al., 2020). I conducted methodological triangulation by comparing member-checked data with public documents and determined that data alignment had occurred.

Researchers commonly use the thematic analysis method to analyze data in qualitative research. Using multiple case study data sources helps identify emerging themes that can substantiate the validity and reliability of the research (Peterson, 2019).

The thematic analysis approach can help researchers understand participants' experiences, meanings, and realities (Lochmiller, 2021). Researchers use coding to identify, codify, and interpret themes that support the research topic (Williams & Moser, 2019). Data coding entails using a computer-based software system that assists researchers in identifying theme patterns of codes and links within primary and secondary data, reducing errors (Dalkin et al., 2021). I used Yin's (2018) 5-step approach to analyze data for this study. Data analysis involves compiling, disassembling, reassembling, interpreting, and concluding the data collected (Yin, 2018). Qualitative data analysis entails data reduction, coding, categorizing data, presentation, and conclusion (Bougie & Sekaran, 2020). I used Yin's 5-step approach of compiling, disassembling, reassembling, interpreting, and concluding to analyze data collected from multiple sources.

NVIVO, MAXQDA, ATLAS.ti, and Excel are software programs commonly used in qualitative research to help streamline data analysis (Castleberry & Nolen, 2018). I chose the NVivo 12 software tool for my research study. I used the NVivo 12 software tool to analyze member-checked data and company documents to identify themes, sub-themes, and patterns from the participants' responses to interview questions. Tying themes to relevant literature and the conceptual framework strengthens thematic analysis in qualitative research (Kiger & Varpio, 2020). I grouped themes and coding patterns to assist in enhancing correct data interpretation.

Thematic analysis is relevant to the conceptual framework and research questions that inquire about *what, why,* and *how* of a phenomenon (Lochmiller, 2021). Also, data might have positive and negative themes (Yin, 2018). In this study, I coded negative

themes not aligned with the research topic, literature review, or conceptual framework as further research options. I focused on positive themes derived from my data analysis that are relevant to my study and aligned them with this research study's literature review and conceptual framework. I also provided conclusions for this study.

Reliability and Validity

Reliability and validity are essential aspects that enhance the quality of a research study. While validity measures the accuracy of results obtained in exploring the research topic, reliability measures the consistency with which investigations from the same research design can yield the same results (Bougie & Sekaran, 2020). Reliability encompasses four criteria: (a) dependability, (b) creditability, (c) transferability, and (d) confirmability (Yin, 2018). Validity involves tests of (a) construct validity, (b) internal validity, and (c) external validity (Yin, 2018). A qualitative research study's reliability and validity ensure the data is accurate and trustworthy (Sadik, 2019). Validity and reliability factors are considered and accounted for in research studies.

Reliability

The multiple case study can be improved using research design protocols such as recording interviews, coding the participants' responses, and using analytical techniques for data analysis (Quintão et al., 2020). Dependability and reliability have a significant relationship in qualitative research. Researchers can demonstrate transparency and replicability while avoiding deceptive assumptions and interpretations to improve the reliability of a research study (Yin, 2018). To improve the reliability of my study, I used methodological triangulation, software systems to reduce errors, and member checking to

validate the summarized interpretations. I used the research data from semistructured interviews and publicly available documents for methodological triangulation to substantiate the study's results and enhance the study's accuracy, credibility, dependability, and data saturation for this study. The semistructured interviews were recorded and included open-ended questions aligned with the study's conceptual framework and research topic. Researchers can improve a study's dependability by properly coding, evaluating, and interpreting data (Saunders et al., 2016). After summarizing the interviews, I requested participants to review my interpretations of their responses. Conducting the member checking process allows respondents to substantiate the summarized interview interpretations (Coleman, 2022). I used NVivo 12 software to code the data collected and identify themes, sub-themes, and link patterns.

Validity

Validity is an essential component of qualitative research. Credibility measures the consistency of findings with reality (Stahl & King, 2020). The alignment of the study with the research topic, research methods, context, and detailed research analysis increases credibility (Nassaji, 2020). The value of research findings occurs by the researcher's ability to demonstrate credibility and trustworthiness (Sadik, 2019). Thus, using the member checking process and methodological triangulation can enhance credibility by evaluating the accuracy of summarized interpretations of interview transcripts and outlining discrepancies. Another technique to enhance credibility is the ability of the researcher to collect rich data by building trust and rapport with the participant (Saunders et al., 2016). Using computer software and systems also enhances

credibility by eliminating manual errors. NVivo 12 computer-based software improves the quality of research findings and the credibility of the results (Alam, 2021). I used NVivo 12 to improve the credibility of my research findings because using the software helped mitigate human errors.

The validity of qualitative research tools enhances the understanding and transferability of study findings (Sadik, 2019). Rigorous qualitative research should produce rich data, thorough interpretation, and transferable data (Amin et al., 2020). Aligning the research design method, research questions, interpretations, and findings, which allows the application of the research to future studies, improves transferability (Nassaji, 2020; Saunders et al., 2016). I provided a complete description of the research question, research method, design, findings, and interpretations, including the contextual boundaries of the research to demonstrate transferability. I used interview protocols, thematic analysis, NVivo 12 software analysis, and member checking to enhance the transferability of my research study.

Confirmability refers to the dependability of the researcher's investigation and findings (Nassaji, 2020). I enhanced confirmability and trust in this research study by conducting thorough member checking and methodological triangulation of interviews and public website documents. Keeping records of methods used and decisions made about coding data and the analysis process will help others evaluate accuracy and confirmation in data audits (Nassaji, 2020). I used semistructured interviews, open-ended questions, and probing questions to obtain rich data responses. I analyzed data collected from interviews and public website documents to confirm data accuracy through

methodological triangulation and member checking. In my research study, I also used the researcher's reflectivity to mitigate personal bias.

Researchers conceptualize that data saturation is achieved in a study when investigations no longer yield new themes, codes, and information from interviews and archive data (Sebele-Mpofu, 2020). I summarized data collected from interviews using the participants' exact words and had my written interpretations member checked for accuracy. Member checking helps to validate the accuracy of summarized interpretations of data collected through interviews (Sadik, 2019). Thematic saturation depends on obtaining data from multiple participants (LaDonna et al., 2021). I reached data saturation when information obtained from the interviews began to repeat itself, and no new themes emerged. I used methodological triangulation to analyze public website documents and interview data to compare emerging themes. Reaching data saturation improved my study's reliability, credibility, and validity.

Transition and Summary

Project management strategies leaders used to deliver hospitality construction projects within budget and on time were explored in this qualitative multiple case study. In Section 2, I presented discussions of (a) the purpose statement, (b) the role of the researcher, (c) research participants, (d) the researcher's method and design of the study, (e) population and sampling, (f) ethical research, (g) data collection, (h) the organization of data, and (i) data analysis. I concluded Section 2 with an explanation of how I conducted an ethical research study to ensure credibility, transferability, confirmability, and data saturation.

Section 3 outlines the purpose of the study and a summary of the research study's findings from data collection related to the research topic. Section 3 also consists of the evaluation of findings in this study, applicability to professional practice, implications for social change, recommendations for action, and future research. Section 3 concludes with a summary, observations, and reflections on the process of this study.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore project management strategies project leaders use to deliver hospitality construction projects within budget and on time. The participants for the study included five eligible hospitality project leaders who successfully developed project management strategies to complete hospitality construction projects within budget and on time in Nevada. The protection of the participants' privacy in this study consisted of using the following coding: P1, P2, P3, P4, and P5. P1 worked for Organization 1, P2 worked for Organization 2, P3 and P4 worked for Organization 3, and P5 worked for Organization 4. I conducted semistructured interviews using Zoom interviews to collect data from the participants, and I used public website sources to obtain secondary data. After using thematic analysis, four themes emerged: project success criteria, effective communication, risk identification and mitigation, and effective project implementation. In this section, I present the four themes.

Presentation of the Findings

The overarching research question for this study was "What project management strategies do project leaders use to deliver hospitality construction projects within the budget and on time?" The contingency theory developed by Fiedler (1964) was the conceptual framework for this study. I conducted five Zoom conference interviews using open-ended questions with participants to answer the central research question. The selection criteria for participants focused on hospitality industry project leaders at

director level and above who have worked in project management leading construction projects for at least 5 years. I collected data from five participants until no new information emerged after the last interview.

Data saturation occurs when no new themes or information present themselves from the data collection process (Fusch et al., 2018). I also obtained documents from public websites and triangulated the information with interview data to enhance the study's credibility and reliability. Data triangulation improves the study's validity and helps researchers interpret and evaluate data (Daniel, 2019). I recorded and transcribed all the interviews verbatim, and I conducted a member checking process. After analyzing the primary and secondary data collected and using methodological triangulation, the following key themes emerged: (a) project success criteria, (b) effective communication, (c) risk identification and mitigation, and (d) effective project implementation.

Theme 1: Project Success Criteria

The first theme that emerged from data analysis was project success criteria. P4 explained that "in order to do a project on time successfully, you have to collaborate with your colleagues and other departments." P4 also described how to determine project success: "if a project finishes on time and budget and exceeds the expectations of the client, and is a joy for the customers to use, that is how I judge the success of the project." P2 explained successfulness in project implementation, stating that "we need to manage everyone's expectations."

P1 also acknowledged that "budget is always a challenge" in project delivery. P2 described the criteria used to determine project success, noting, "Were you on budget, on

time, and understanding what your goal is?" Also, P2 noted that deciding the success factor to control time and budget, stating, "Is it a time or is it budget or is it quality." P3 also stated that "procurement management, schedule management, budget management, and change management is a huge deal" during project implementation to deliver projects within budget and on time. P3 used the example of managing "cost control, keeping your costs up to date, making sure you know exactly where you are with your contractors and schedule management," a management strategy to track budget and time.

P3 also mentioned the strategy to "break the project into smaller projects" to organize work into manageable sections aligned with cost and time to enhance project success. P1 mentioned the strategic use of technology in projects, stating that "you can quickly track when drawings came out" and "can quickly get my message across," which enhances project delivery success. P2's and P3's responses suggest that the strategic use of technology, collaboration, tracking costs and time, and identifying project components is critical for completing projects within budget and on time. P2 explained the importance of understanding the "design process," stating that "it is the least expensive part of a project, but it is also the most critical to the project, and it is the most critical in helping the success of a project." P2 stated that it is essential to plan "more time upfront on the design to make sure that things are coordinated." P5 explained the need to focus on the project objectives, stating that "staying focused on the end goal, which is the biggest overarching concept for these projects, is to deliver a building that hits the market and is the best product that you can put out there." From P2's and P5's responses, successful projects are achieved using design management and focusing on project goals.

P5 also identified the use of teams as a strategy, explaining that "the key factor to real success is having a good team that can kind of cover all those bases." P5 also stated that "the rhythm that you create with the project, which is your owner architect and contractor meetings and your coordination with both the owner and the design team, are really critical to the success." P4 stated, "If you do not have effective project management, the outcome of the project is not going to be as solid as you wanted it to be." There are challenges to project success, and P2 explained that "the number one way a project fails is the lack of knowledge of what needs to be done." In their responses, P2, P4, and P5 mentioned the need to build effective project teams, coordinate stakeholders, possess project knowledge, and implement effective management processes vital to the success of projects.

Theme 1 supports the findings of prior scholarly work. According to the literature, project success critical factors include (a) budget, (b) schedule, (c) improved quality, (d) operations satisfaction, (e) team performance, (f) product quality, (g) leadership ability, and (h) experience (Lamprou & Vagiona, 2022). The success criteria of a project encompass the achievement of predetermined objectives related to time, budget, and quality (Macheridis, 2022). The broad contingency theory principles posits that there is no singular approach to management. By identifying critical project success factors, such as budget, schedule, and quality, project leaders can develop strategies to address the needs of the specific project situation. Based on the contingency theory, internal and external circumstances and situations influence leadership decisions and actions (Childs et al., 2022). In order to assess the success criteria of a project, leaders may employ an

efficient management approach that demonstrates flexibility and adaptability in response to the dynamic internal and external project environment. The practice is consistent with contingency theory principles, which underscores the significance of tailoring management practices to suit the specific circumstances and requirements of the project situations (Fiedler, 1967).

The success of the project occurs contingent upon various elements, including stakeholder perspectives, contextual project characteristics, and project circumstances (Iriarte & Bayona, 2020). Leaders may utilize project success criteria factors to develop strategies that contribute to project success. By developing the strategies, leaders can establish a leadership and management style adaptable to the specific project environment. The responses from all participants demonstrated that there is no single way to manage the project budget and time; thus, project success may depend on how leadership style suits the project situation.

Previous researchers also confirmed the negative impact of mismanagement of the project's critical success factors. Mismanagement of project success factors, time, and cost causes project delays (Narayanan et al., 2019). The responses from P3, P4, and P5, the requirement for collaboration, cost control, schedule management, and effective teams focused on project goals, suggest that the elements remain critical for project success. Previous researchers emphasized the importance of the interrelation between project management practices and project success (Gomes et al., 2021; Hwang et al., 2020). Prior research found that project manager competencies are contingent on the project's environment and are interrelated with project success (Iriarte & Bayona, 2020;

Moradi et al., 2020).

Previous researchers also identified stakeholder satisfaction as essential to measuring project success (Saad et al., 2022). The engagement of stakeholders and project teams has a positive effect on project success (Saad et al., 2022). Delivering complex projects requires stakeholder collaboration (Ashkanani & Franzoi, 2022). According to the Project Management Institute (2017), quality failure has inherent costs, and project success is the project team's responsibility. The lack of managing stakeholder conflicts causes project delays, and stakeholder management is a critical factor in project management (Durdyev & Hosseini, 2020). In the hospitality industry, project owners are concerned about project quality and performance that meet the customers' needs (Tshehla, 2019). Project leaders formulate strategies to engage with project owners, the operations team, and stakeholders to successfully deliver projects aligned with business objectives (Damayanti et al., 2021; Wang, Xu, et al., 2023). Previous research supports the use of meetings in projects (Tereso et al., 2019). Communication is an essential project management competency for project success (Alvarenga et al., 2020). Collaborating with stakeholders, reducing stakeholder conflict, and participating in project delivery are critical factors in determining project success (Ashkanani & Franzoi, 2022; Durdyev & Hosseini, 2020).

The documents reviewed from public websites revealed that meeting the project budget and timely completion are crucial factors contributing to project success. Completing projects within budget and on time remains essential to project success (Tao et al., 2022). The meeting of the project budget, schedule, scope, and quality defined as

project management illustrates success from public website documents. The notes taken during interviews also captured keywords, such as delivering projects within budget and on time, as the criteria to measure project success. Project budget, time, and achieving objectives remain essential parts of the variables used to measure project success (Ciric Lalic et al., 2022).

According to information from public websites, the project leaders are responsible for managing changes related to project budgets and timelines to improve project success. Project budget management, planning, and control are essential in project management (Molinari et al., 2023). Also, according to the information from the public websites, project leaders who also serve as developers have the potential to enhance project value by ensuring the timely and cost-effective delivery of projects. Effective communication of project budget and time remains critical to project success. Theme 2 includes an examination of the participants' perspectives dealing with effective communication.

Theme 2: Effective Communication

The second theme that emerged from data analysis was effective communication. P4 discussed the communication of project goals, stating that "from a project management point of view, it is important that the goals are well understood early on and that the criteria are gathered efficiently and appropriately." P5 stated that "the strategies well, you have to be good at communication," which "is always the key to all the projects and good project management." P1 explained that "the higher up in organizations you can deal with people on large projects, the better off you are going to be." P2 stated that "it is a lot of reinforcing talking; we do a lot of lessons learned around the table; what has gone

wrong and what has gone right." P2 also explained that "listen to the people around you, listen to the architects, listen to the contractors, listen to your operators" to understand the critical points and communicate. P1's, P4's, and P5's responses in communicating with the right people, communicating goals, and the quality of communication remain critical factors in delivering projects within budget and on time.

Effective communication enhances the conveying of project goals to project stakeholders. P3 explained what communication entails, noting that "it is about being able to accurately identify the problem because I think a lot of times people just react instead of really looking at what the problem is." P4 explained the challenges faced without practicing effective communication. Participant 4 shared,

> The team did not understand or not as experienced, and they did not know how to make the right decisions; the project gets either delayed or the next phase gets compromised because you are having to go back and rework stuff.

P5 explained the importance of "communication and execution" as a vital factor in delivering projects successfully. P4 noted the impact of lack of information, explaining that "lack of providing us direction is holding this project from being able to be delivered on time." P2 stated the importance of strategic planning, explaining that "the key is planning early, being able to discuss when you want a project open." The collaboration process potentially influences effective communication. P1 noted a communication strategy using meetings: "a lot of times we have meetings to address those things." P1 asked, "How often are the owners of the companies pulled to a table together to try to get to a common goal?" From the participants' responses P1 and P2, conducting meetings,

working toward a "common goal," and communicating project plans early remain essential strategies for delivering projects within budget and on time.

P2 supported the strategy of using meetings in communication and mentioned the following: "An example of a management strategy would be having our owner, architect, and contractor meetings weekly, making sure that we are all talking to each other." P1 provided a strategy example of effective communication: "simply put, the strategy of making an effort to talk to folks and run the issues to the ground quickly" is essential for project success. P3 further stated the purpose of conducting meetings, noting that "we brought everybody into the meeting, we were able to take the top 10-15 really key elements, talk through each one of them, solve them, and be able to release them." P1 also stated that "one of my strategies is I like to talk and touch base and be hands-on with people." P4 explained the importance of communicating directly with stakeholders: "You have to have personal meetings with them, so you know if it is not getting the right kind of information from the client, you have to directly reach out to them." P1's and P4's responses demonstrate the need to communicate directly with stakeholders to deliver projects within budget and on time.

P1 mentioned the impact of using technology in communication, stating that "you can quickly track" information using the examples of "drawings and submittals." P3 stated the impact of using technology, explaining that "there is a lot of great process technology, and there is a lot of great modeling technology used." P1 also explained the use of simple software that "can quickly get a message across and can be quite simple but quite effective." P2 explained the impact of using technology to communicate design

work, stating that “it has left us with details that are lacking detail. I wonder if it has removed true knowledge and skill of how a building is put together, how to design it and draw it.” However, P4 mentioned the advantage of using technology in managing the communication process, stating, “we use Procore for the document management system, and that is really a nice technology.” In their responses, P1 and P4 explained the use of technology to communicate project information between the project stakeholders to deliver projects within budget and on time. P2 provided an insight into the impact of technological applications on design production that affects the successful delivery of projects within budget and on time.

Effective communication enhances the conveying of project goals to project stakeholders. The five participants’ responses drew attention to the importance of communication strategies in project management processes to enhance the delivery of projects within budget and on time. Influential leaders must retain excellent communication and decision-making skills (Fiedler, 1967). Furthermore, Fiedler described the relationship between practical communication skills and style, which is contingent upon the project environment and situation, including factors of leadership, management style, flexibility, and adaptation to the dynamics of the project.

Contingency theory encompasses good leadership, which remains not universally applicable but contingent upon the specific project circumstances (Fiedler, 1967). When used in conjunction with the contingency theory applications, the communication context may suggest that adaptive and flexible communication approaches may achieve different strategies (Mazzei et al., 2022). Contingency theory requires the need for flexibility and

adaptability in managing projects. The communication between project teams may influence project success by evaluating the project situation and analyzing project circumstances and contingency factors.

Effective project communication positively impacts project delivery processes (Safapour et al., 2019; Setiawan et al., 2021); the findings aligned with the five participants' responses regarding the role that effective communication plays in delivering projects within budget and on time. Furthermore, the contingency theory principles imply that communication's effectiveness remains contingent upon project stakeholders' collaboration efforts. The effectiveness of communication depends on factors such as leadership and management style, the specific situation of the project, the flexibility of project leaders, and their capacity to adapt to dynamic project environments (Safapour et al., 2021), also discussed by P1 and P4. Contingency theory complements organic communication and integration methods, adding flexibility in managing projects (Barbosa et al., 2021). All five participants' discussed different ways of communicating and processing information that worked in different situations, which supports the contingency theory approach that communication and decision-making remain contingent on real-life situations. Effective communication in project management is essential to achieving project objectives (Ingle & Mahesh, 2022).

Team members' conversations improve project communication, including tracking project issues and achieving stakeholder requirements (Project Management Institute, 2017). P2 explained that communicating "lessons learned" with project teams aids in improving the delivery of future projects. Project team members and stakeholder

communication remain essential for planning and decision-making to achieve project requirements (Al Nahyan et al., 2019). Also, communication remains a critical process for project success (Setiawan et al., 2021), corroborated by all five participants.

The quality of project management internal communication is contingent upon factors such as (a) design and technology, (b) project scope clarity, (c) resource availability, (d) project delivery process, and (e) construction and design management processes (Safapour et al., 2021). Project leaders implement communication plans to coordinate project teams, owners, and contractors to achieve project requirements (Project Management Institute, 2017). The clarity in communication and the ability to effectively communicate project objectives and clear organizational goals by project leaders are fundamental to project management success (Wang, Xu, et al., 2023).

Effective communication helps to coordinate stakeholders, consultants, and contractors (Setiawan et al., 2021). The lack of information communication during project management processes negatively impacts project delivery (Denicol et al., 2020; Hoseini et al., 2020; Wang, Xu, et al., 2023). Also, effective communication is a critical factor in project management processes and decision-making and promotes the successful completion of projects (Safapour et al., 2019). The five participants corroborated that communication is valuable in project management practices, and prior research studies by Wang, Xu, et al. (2023) and Hoseini et al. (2020) supported the communication theme of this study. Communication management is an element of project management procedures and entails controlling and distributing information to designers, contractors, and stakeholders to achieve project objectives (Project Management Institute, 2017).

Ineffective communication impacts the success of project management processes and strategies implementation and causes project delays (Safapour et al., 2019).

P1, P2, P3, and P4 suggested that project teams use various methods to communicate project information, including the importance of using technology in communication and information processes that enhance project delivery success. Technology is a tool and a method of communication in projects (Project Management Institute, 2017), and project teams use technology to transfer information and analyze project data, which is vital to addressing project challenges (Schönbeck et al., 2020). Technical knowledge stored in databases is retrieved and shared with design consultants, suppliers, and stakeholders for current and future projects (Jasim et al., 2020).

Project management procedures use large amounts of data and information that require processing to communicate with project teams and stakeholders (Jasim et al., 2020). Technological applications provide a means of conveying information to facilitate project processes and may positively impact project management procedures, such as communication, to improve performance (Alnaqbi et al., 2022). The technology tool communicates project management practices, project planning, design, and construction processes (Schönbeck et al., 2020). Technological applications provide an efficient method of communication within projects that includes (a) establishing schedules, (b) monitoring progress, (c) managing risk, (d) measuring project performance, (e) communicating project expectations, and (f) establishing project communication channels (Alnaqbi et al., 2022). Stakeholders and project teams use technical methods to communicate project information for collaboration to deliver projects successfully.

P2's response suggested that the use of technology negatively impacts the "knowledge and skills" required to deliver project designs successfully and, as such, requires further research to establish if a relationship exists between technology and knowledge and skills. However, technological applications reduce mega-construction projects' costs and time (Project Management Institute, 2017). Integrating technology into management practices and adapting changes to project management capabilities and competencies improve the building industry's efficiencies (Ngo & Hwang, 2022).

According to the information found on public websites, if effective communication exists within project teams, it may promote active listening of all members to achieve project success. Successful project management relies on effective communication between team members via email, virtual conferences, phone calls, texts, and in-person meetings (Galli, 2020). According to the information obtained from the public websites, daily calls with project teams may be crucial for improving communication in project management. Project management practices use meetings as communication tools (Tereso et al., 2019). From public website documents, the use of meetings remains encouraged for communication in project management because meetings help team members express their concerns and challenges.

In public websites, the information from the documents shows that clear and concise communication with project stakeholders and project teams remains crucial in project management communication practice. Regular meetings and project reports with stakeholders may demonstrate effective communication in projects (Zwikael et al., 2022). From the notes taken during the interviews, keywords such as making calls, using

meetings, and communication existed from all the participants. According to the information contained in the public website documents, effective communication may ensure an understanding between the team members. Sharing knowledge through lessons-learned meetings may help mitigate project risk, addressed in the following theme.

Theme 3: Risk Identification and Mitigation

Risk identification and mitigation is the third theme that emerged from data analysis. P4 stated that "risk is very specific to the project that you are working on." P1 provided an example of risk type and the strategy for monitoring: "there are different types of risk, your budget risk, so how often do you want to check your budget." P2 explained project challenges, stating that "the key challenges right now are lead times on materials, costs of materials, cost of labor, and labor availability." P3 identified a risk monitoring strategy, stating, "ultimately, you have to watch design and changes to make sure you do not have any significant cost." P3 also stated the risk factor influenced through changes, mentioning that "design, they want to be elevating the design continually, changes through the process can sometimes negatively affect it." P4 explained that "to mitigate the risk of delays, which would cause overruns on your budget, is to have a large enough team that you can effectively prepare the documentation that is required to do the job." P1 identified "budget risk" and P4 "delay risk" and agreed that the elements increase the risk factor in delivering projects within budget and on time and thus require mitigation.

P2 provided insight into ways to approach the risk mitigation strategy, stating that "the best way to mitigate risk and knowing that you can never mitigate it 100% is to do as

much research as you can upfront." P2 also pointed out examples of procurement challenges, explaining that the "biggest challenge is what is going on in the market. Understanding that, right now, food service equipment has really long lead times." P3 also mentioned another strategy for the risk monitoring process, stating that "you have to really track your milestones through the project to watch your schedule and your procurement." P3 noted risk factors associated with the critical success factors that require mitigation, stating that "the construction triangle where you have the schedule, your budget, your quality control, those are the things that you have to be evaluating the risk at all times." P3's response suggests that constant evaluation of the project budget and schedule is critical to delivering projects within budget and on time.

P3 also explained the strategy to mitigate different risk categories, stating that "for low risk, then I will just make a decision; if it is high risk, then you have to get other parties involved." P2 explained risk mitigation using the teamwork strategy. Participant 2 shared,

> I have members on my team that are knowledgeable; they understand where their potential risk is in a project, and it is easier for them to spot those issues on-site early enough to address them before they impact your turnover date or schedule.

P3 explained that "the risk of a job is not finishing on time," and the mitigation strategy is that "every kind of decision has to have a schedule thought process in it." P2 explained the risk associated with design teams, design drawings, and the mitigation strategy, stating that "the biggest way to mitigate risk is to bring in a perfect team and go out to bid with that 100% set of documents". P3 also explained that "sometimes the

complexity of the design" creates project delivery challenges. P4 mentioned the strategy of solving challenges, stating that "when you have a challenge that you are faced with, you have to address it quickly. So, time and efficiency in addressing problems are critical." P2 and P3 stated that "finishing projects on time" requires establishing an "ideal team," and "addressing project risk." Addressing project risk may help control factors that impact completing projects within budget and on time and, therefore, require potential risk evaluation.

P5 explained a risk mitigation strategy using technology for design applications, stating that "building information modeling and the computer aided-design clashes detection" are essential for design details. P5 also explained the use of technology in construction, stating that "making sure that you have a good schedule on the project, whether it be through the contractor, or us making sure that you do have adequate budgetary controls and approval processes," mitigate project challenges. P4 explained the advantage of technology in risk management, stating that "technology does allow benefits for delivering projects on time." P4 also provided a disadvantage in relying on the use of technology to deliver projects within budget, stating that "I am not confident it will allow you to bring your project in on budget." P4's explanation contradicts P5's perspective on using technology for "budgetary controls and approval processes," may require further study to determine if there is a relationship between technology applications and budgetary methodologies in project management.

From the responses provided by all five participants, risk linked with project changes inherently impacts the project's critical factors, budget, and time and, thus,

requires constant control. P4 acknowledged that projects have specific risks. Therefore, project schedules and budgets relate to contingency factors that require consideration during the risk-planning process. By comprehensively understanding the inherent risks associated with projects, leaders can formulate contingency strategies to manage risk (Ortiz et al., 2019). Implementing risk contingency planning could reduce construction schedule delays and address unforeseen project scope modifications (Akinradewo et al., 2019). In project management, using risk identification and mitigation techniques, requires collaboration and teamwork (Fallah Shayan et al., 2022). Therefore, the application of contingency theory principles may help project leaders develop flexible and adaptable strategies to manage project risk effectively. The implementation of time contingency in construction projects assists in safeguarding the project's duration and influences the timely completion (Sattineni et al., 2020). Also, applying the contingency theory principle to risk management could imply that there is no single best way to manage project risk; rather, it depends on the project environment and situation. The leaders' decisions and actions that demonstrate adaptability and flexibility depend on internal and external factors and circumstances (Childs et al., 2022). Applying contingency theory principles of flexibility and adaptability by project leaders could assist in developing contingency plans tailored to mitigate project risks in specific project situations. Cost contingencies in project budgeting can be used to mitigate project uncertainties (Ayub et al., 2019; Hoseini et al., 2020). Therefore, a contingency risk planning strategy may mitigate project uncertainties related to a project's budget and time. Thus, contingency planning, as a component of risk identification and mitigation,

may involve developing a plan of action to eliminate risk if it occurs.

Project risk impacts a project positively or negatively (Project Management Institute, 2017). Previous researchers established that project uncertainty affects the project management process and the successful delivery of construction projects (Nawaz et al., 2019; Nguyen et al., 2019). Managing project risk improves the project planning process, performance, and success (Urbański et al., 2019). The perspective of the lack of risk mitigation strategies impacts project success and leads to project delivery failures (Hoseini et al., 2020). Project risk management practices create value (Willumsen et al., 2019), and creating value in project management procedures includes building an effective project team, developing effective strategies to mitigate risk, and achieving project objectives (Galabova, 2019).

Projects possess distinct objectives, and project risk occurs with variables such as project location and context, project resources, and project objectives (Project Management Institute, 2017). The Project Management Institute (2017) classified four risk management practices as (a) risk avoidance, (b) risk reduction, (c) risk transfer, and (d) risk retention that requires management and control. Complex projects are inherently susceptible to risk and require efficient risk management strategies to identify and mitigate risk to achieve project success (Rahman & Adnan, 2020). Risk sources associated with schedule, budget, procurement, and quality require effective monitoring (Alnaqbi et al., 2022; Urbański et al., 2019; Willumsen et al., 2019).

Throughout a project, using technological applications reduces risk (Alnaqbi et al., 2022); therefore, project leaders need to develop strategies to enhance the use of

technology applications in project management. Technology in project management improves the processing of complex information and construction management (Machado & Vilela, 2020). Managing and controlling risk factors associated with the project budget and schedule remains essential to the success of projects. Implementing risk mitigation strategies enhances the accuracy of budget projections and reduces project budget overruns (Akinradewo et al., 2019). The responses from P1, P2, P3, P4, and P5 indicate that risk mitigation remains an essential factor in achieving project success; however, the risk variables that impact project success are many and require further research study to establish strategies that are significant to risk mitigation.

Using technology systems to track project budgets and schedules is critical in project management (Willumsen et al., 2019). Technology-based systems in project management may deliver projects within budget and on time. P1, P2, and P3 identified project scope changes, schedules, and budget management as critical factors in project risk management practices due to their negative impact on project outcomes. Project leaders continuously track and evaluate the impact of procurement delays on the project schedule and make decisions to avoid, mitigate, transfer, or accept risk (Project Management Institute, 2017). Risk management must be addressed in the procurement management plan because materials are sourced internationally in mega projects and inherently increase risk due to uncertain external factors (Project Management Institute, 2017). The literature presented by Urbański et al. (2019), Willumsen et al. (2019), and Rahman and Adnan (2020) support all five participants' responses that risk is a critical factor in delivering projects within budget and on time and requires identification and

mitigation.

From the public website documents, I found explanations that project planning encompasses risk management, which enables project leaders to be flexible in decision-making and mitigate risk associated with delivering projects within budget and on time. Risk management's goal occurs through removing risk and enhancing opportunities for success (Malek & Bhatt, 2023). Furthermore, from the information obtained from the public websites, appropriate risk management practices facilitate successful project implementation and improve the overall project environment. The success of construction projects depends on effectively managing risks associated with client circumstances (Malek & Bhatt, 2023). From the information obtained from the public websites, effective project risk management remains associated with the project context, characteristics, and environment. According to information obtained from public websites, project teams that prioritize risk management demonstrate enhanced readiness to address potential risks.

Also, the information I obtained from public websites confirms that technology could help teams generate data associated with risk issues and provide project leaders time to make strategic decisions. Risk management, implementing suitable strategies, aids in reducing risks throughout the project's duration (Malek & Bhatt, 2023). Effective communication, based on information obtained from public websites, becomes a crucial component of risk management practice in project management. From the interview notes, keywords such as *mitigating risk, technology,* and *decision-making* occurred. Previous researchers highlighted construction project risks and mitigation methods.

However, more research may determine the relationship between risk management strategies and project success (Malek & Bhatt, 2023). Project success criteria, effective communication, risk identification, and mitigation themes are essential in strategies that enhance effective project implementation.

Theme 4: Effective Project Implementation

Effective project implementation is the fourth theme that emerged from data analysis. P1 explained the importance of defining project scope stating that a "good scope deck at the beginning to get at least all your users kind of on the same page." P1 also identified the stages used in the project scope definition, noting that "you are always going to have a concept design, you are always going to have a schematic design, you are going to have design development, and you are always going to have construction documents." P3 explained the importance of scope definition in project implementation, explaining that "as far as my strategy on scope documentation is more about trying to capture as much of the scope that is going to impact the cost as possible." P3 also stated the impact of scope gaps: "it is the stuff that is not in the documents that end up costing money."

However, P3 explained how the lack of details in the project scope during project implementation impacts the project budget, stating that "if I see no work details, I know that they are probably always 70% done and there is going to be further refinement of the detailing and to include some extra cost for that." P2 explained the importance of strategically defining scope in project implementation, stating that "if we are not careful to make sure that the architect fully understood and heard what we told them we wanted,

you will end up with a product that nobody is happy with." P2 also explained the use of contingencies in scope identification, stating that "they are going to need to figure out from contingency how to get that back in scope so that we can deliver on what we said we would deliver." P4 stated that "if you do not have a clear scope of work, then you do not have a clear project." P4's response suggests that "project scope defines the baseline for project implementation, and without a clear project scope, it will be challenging to establish a project budget and time." Thus, strategic scope management could be perceived to be vital to delivering projects within budget and on time.

In their responses, P2, P3, and P5 explained the use of project teams, engagement of stakeholders, and collaboration as strategies to implement projects effectively. P3 noted the importance of effective teams in implementing projects, stating, "the strategy that you have to have is creating a strong team." P3 also mentioned the strategy that project leaders need to implement, stating that "as a project manager, you have to look at all the key stakeholders that are going to finish the project and make sure everybody is involved from the very beginning." P5 described the strategy that engages stakeholders in project implementation, explaining that "it is best to work with your key stakeholders and go through and develop that plan together." P5 also explained the collaboration strategy in project implementation, stating the need "to come together to find out what the best practices are; as we know, all ownership groups are not the same, all contractors are not the same, and all architects are not the same." P2 explained a management style during project implementation, explaining that "having a management style of an open-door policy is probably the most important thing, and probably the most critical is

collaboration and communicating is the key." P1 explained the importance of decision-making to deliver projects within budget and on time, noting that "when people need direction and authority and decisions quickly," they "have created outside workarounds," adding that "you got to develop certain techniques to expedite how those decisions get back to the team." The responses from all five participants suggested that project implementation requires different strategies to deliver projects successfully.

P5 used the strategy of building relationships to enhance project delivery during project implementation, noting that "bringing the architect together, bringing the ownership group together, the operations team and the contractor together" may help deliver projects within budget and on time. P3 explained the importance of identifying the critical elements in project implementation: "I need to figure out what the critical path is for me to get this project from A to finish." P2 mentioned the strategic plan to overcome project delay, stating that "we can overcome time if we have budget for overtime and materials on hand." P3 further stated the requirements of a project leader in project implementation, noting that "to be a very good project manager, you have to be involved in everything."

P2 explained the strategic management approach, mentioning that "I would look for the most important thing, there is critical thinking and being able to analyze what my options are quickly." P2 also mentioned the communication strategy in project execution, stating that "it is really a lot of meeting together and talking about it because a lot of this is achieved through experience." P2 provided an example of the management strategy in project implementation, explaining that "an example of a management strategy would be

having our owner, architect, and contractor meetings weekly, making sure that we are all talking to each other." P3 supported the use of meetings with all stakeholders, stating, "I think when you have all the stakeholders again in the meeting, everybody can say this is what is most important." P3 also explained the importance of priorities in project delivery, mentioning that "you have to understand the priorities; they have to be identified, whether it is weekly, daily, monthly, whatever you have to say, these are the most important things right now, and keep moving forward in that way."

P3 also explained the use of technology in project implementation, stating that "I will say there has to be systems in place to manage processes we use a computer-based software." P4 mentioned the benefits of technology in project implementation, noting that "I think in this day and age, technology does allow benefits for delivering projects on time." P2 also acknowledged the benefits of using technology in project implementation, stating, "I think there are pluses and minuses overall." P1 provided examples of the use of technology in project implementation, explaining that "I think it probably helps from a document control standpoint, a document management standpoint, being able to go back and recreate history in litigation." P5 also provided an example of the use of technology in project management and implementation, explaining that "we use Procore for the document management system."

P1, P2, P3, and P4 identified strategies essential to delivering projects within budget and on time. Project management is a contextual and situational practice, and the most effective project management approach is contingent upon its unique circumstances (Barbosa et al., 2021). The effectiveness of leadership attributes, behaviors, approaches,

methods, and roles are contingent upon the particular conditions of the environment (Enz & Lambert, 2023). Therefore, the enhancement of project implementation effectiveness remains contingent upon competent leadership that demonstrates flexibility and adaptability within the project's context and circumstances. Management's effective techniques depend on the circumstances and situation (Fiedler, 1967). Project leaders exhibiting a management style characterized by flexibility and adaptation to the project environment may develop strategies effectively leading project teams and making decisions relevant to the project's specific circumstances. Contingent situations influence decision making, problem-solving, planning, and management solutions (Wooton, 1977). Contingency theory and effective project implementation are related because effective project implementation solutions can be customized to suit the project's context.

Leaders could achieve project success by using leadership and management styles appropriate to the project situation, exhibiting situational awareness, demonstrating flexibility in decision-making within specific contexts, and fostering an understanding of the project environment. The project leaders' decision-making and actions depend on internal and external factors and circumstances (Childs et al., 2022). Contingency theory factors in the hospitality industry, such as environmental and tourism sustainability, organizational culture and values, size, the technology used, and type of customers, can influence management practices which result in different business outcomes (Fernández-Robin et al., 2019). The concepts of the contingency theory involve employing a best-fit approach to determine a suitable managerial solution based on the specific situation.

Scope changes during project implementation may lead to project delays,

increased budget, and reduced quality (Ahmed & Jawad, 2022). The scope definition process helps to determine project complexity, project team and requirements, labor resources, cost, and quantity of materials, and schedule (Ajmal et al., 2022; Althiyabi & Qureshi, 2021; Hajarolasvadi & Shahhosseini, 2022). Scope identification provides project leaders, owners, and teams with the base to make informed decisions to manage and address uncertainty in project implementation (Project Management Institute, 2017). Scope changes increase scope risk, impacting project success (Ahmed & Jawad, 2022). P2, P3, and P4 suggested that the lack of strategies to manage project scope could impact project cost and time. Project scope creep may be caused by factors that hinder project success, such as specifications, tasks, complexity, and uncertainty (Ajmal et al., 2022).

The lack of scope management remains the leading cause of unsuccessful projects (Project Management Institute, 2017). Project scope identification ensures the development of the foundation for the project management planning process, which includes budgeting, scheduling, and project tasks (Althiyabi & Qureshi, 2021). From P1, P2, and P3 responses, project scope, time, and cost are constraints that impact project delivery success. Project leaders should effectively convey to project teams the significance of managing project scope throughout the project implementation process and the negative impact on project success (Ajmal et al., 2022). Lack of planning promotes scope changes and project delays, affecting project success; however, contingency plans and change control can mitigate the negative impact (Ahmed & Jawad, 2022).

The lack of project scope definition impacts the project budget and schedule

(Althiyabi & Qureshi, 2021). Scope changes in design and construction potentially result in project delays and adversely affect project costs and schedules; however, the negative impact can be avoided by enhancing stakeholder communication and coordination (Aslam et al., 2019). P2 and P3 also explained the importance of establishing project teams to complete design work and improve project delivery within budget and on time. In the project implementation process, the project management team is responsible for decision-making, collaboration, and managing conflict and schedules (Project Management Institute, 2017). Project leaders utilize project teams to collaborate and manage the implementation of projects, including budgets, schedules, and scope (Jitpaiboon et al., 2019).

Utilizing building information modeling in project management facilitates collaboration among project teams, enabling the enhancement of project performance by influencing the networks of construction teams (Oraee et al., 2019). Project leaders use their knowledge and experience to develop effective project teams to achieve project objectives (Ali, Li, Khan, et al., 2021). The project complexity and continuously changing project environment require efficient project teams to achieve project objectives (Hajarolasvadi & Shahhosseini, 2022). From the literature reviewed and P3 and P5's responses, effective communication and collaboration among project teams and stakeholders significantly impact the delivery of projects.

Team communication, development of strategies, mitigating risk, coordination, and project management are essential to the project leadership approach (Nauman et al., 2022; Nawaz et al., 2019; Vaagaasar et al., 2019). Shared leadership facilitates

knowledge sharing, promotes team cohesion, cultivates trust, and improves project success (Imam & Zaheer, 2021). Humble and servant leadership, transformational leadership, and ethical leadership styles influence project team members' self-sufficiency and motivate and inspire teams to complete projects successfully (Ali, Li, Khan, et al., 2021; Fareed & Su, 2022).

P1's response supported the need to make decisions efficiently in project implementation. Decision-making is one of the leadership competencies that team leaders use in managing projects (Alvarenga et al., 2020). Efficient decision-making by project leaders alleviates challenges and balances the management of complex projects, improves the project teams' performance, mitigates risk and uncertainty, and provides clear project direction (Kerzner, 2018; Olowoselu et al., 2019; Vignesh, 2020; Wooton, 1977). Meetings occur to discuss projects, team building, and collaborative development (Project Management Institute, 2017).

Project decisions include choosing implementation strategies and suppliers (Project Management Institute, 2017). P1, P3, P4, and P5 suggested that using technology in project implementation has advantages, and P2 explained that there are disadvantages as well. The disadvantages and advantages of using technological applications, including the type of software used, may be explored through further research. Using technology applications in project management influences project success (Alnaqbi et al., 2022; Schönbeck et al., 2020; Project Management Institute, 2017). Future researchers may explore the disadvantages of using technological applications in delivering projects, which may affect budgets and completing projects on time.

From the information available on public websites, effective project management necessitates utilizing conceptual, technical, political, and behavioral abilities. Previous researchers found that goal orientation, leadership, and communication remain critical skills for managers in general and specific projects (Moradi et al., 2020). Also, from public websites, successful project implementation requires leaders with dynamic thinking abilities and can effectively communicate with project teams. Collaboration of project teams and developing efficient teams may help achieve project objectives (Hajarolasvadi & Shahhosseini, 2022; Oraee et al., 2019). The significance of project teams' flexibility and adaptability in project settings, with a particular focus on project goals, occurs in the public website documents. Also, from the public websites, the trustworthiness of the project team, implementation of projects by teams, desire to collaborate, and influence of technology. I also found on the public website documents that the use of technology is essential as a vital tool in project implementation by project teams to identify and address project challenges. The review of public website documents also revealed that the adaptability of project leaders to the project environment was a significant element contributing to the successful implementation of projects. The support and collaboration of project stakeholders may be significant for the success of project management strategies (Ashkanani & Franzoi, 2022; Wang, Xu, et al., 2023). The importance of stakeholder management for successfully implementing a project transpires in public website documents.

Applications to Professional Practice

Four key themes emerged from the data analysis of this study, representing

strategies project leaders in the hospitality industry used to deliver construction projects within budget and on time. The themes are project success criteria, effective communication, risk identification and mitigation, and effective project implementation. Leaders in the hospitality construction industry might also use the findings of this research study to train project team members to improve their technical knowledge, build their project management skills, and increase their managerial capabilities so that project teams can define project success criteria. Leaders view competencies and capabilities as essential in the management of projects; therefore, it is important to invest in learning skills for the project team (Denicol et al., 2020). One of the critical challenges that project leaders can face in the construction of projects is the long lead times in procurement. Project leaders in the hospitality industry can use risk identification and mitigation strategies to improve the procurement process of materials to reduce project costs and time overruns. The coronavirus pandemic disrupted the production and supply chain of materials sourced locally and globally. According to Cherian and Arun (2022), the pandemic caused a shortage of construction materials, supply chain agility, resilience, and technology capabilities to have a positive relationship that improves supply chain performance during risk and uncertainty situations caused by a worldwide crisis. Project leaders can develop management strategies to mitigate supply chain risk by improving supply chain management performance by adopting technology to achieve business objectives in project-changing situations. The use of construction materials produced locally can reduce cost and time. Therefore, applying strategies identified from the study to source materials can improve project success.

The economic impact of project cost and time overruns affect project performance. Risk management, effective project implementation and communication, and the definition of project success are interdependent factors in project management. The compelling communication theme is relevant to project management through collaboration with stakeholders, motivation of project teams, and the development of strategies that influence the successful delivery of hospitality construction projects. Effective project implementation can be used in project management practices by organizations for risk mitigation, team development, effective communication, and scope definition to achieve business and stakeholder requirements. Project leaders in the hospitality industry may benefit from the study's findings and improve the strategic management of projects. Completing projects successfully by project leaders can have a favorable social impact on communities, which leads to improved corporate governance.

Implications for Social Change

Researchers explained that contingency theory has a contingent relationship with social concepts. One of the fundamental propositions of Fiedler's (1967) contingency theory is the development of strategies contingent on the situation and the optimization of management systems to improve project performance that benefits the organization. Effective leadership can improve organizational success, economies, and societies. The hospitality resorts' profits could potentially promote community employment growth and employee development (Lou et al., 2019). Employment opportunities can improve the community's sustenance. Organizations can help strengthen community relations and build community identity by providing employment.

The implementation of successful strategies by project leaders can have a positive impact on society and can change individuals' lives. Themes from the study project success criteria, effective communication, risk identification and mitigation, and effect project implementation continue to remain identifying factors that relate to improving project performance and business success, the basis of facilitating support for local community programs, and organizational social responsibilities. The employee development program mentioned by Lou et al. (2019) could improve employees' salaries and living standards and promote the community's livelihood. Organizations' social responsibilities can reduce unemployment, homelessness, and starvation in local and global economic environments (Fallah Shayan et al., 2022). Economic improvement improves social and community prosperity.

Recommendations for Action

The intent of this qualitative multiple case study was to explore project management strategies leaders use to deliver hospitality construction projects within budget and on time. Data were collected from semistructured interviews with five project leaders in the hospitality industry in Nevada and from public websites. Four themes emerged from the data analysis. The first recommendation is that leaders in hospitality construction projects define project success to create strategic business opportunities by categorizing the importance of the project's time, cost, and project quality to the organization and customers. Categorization can help project leaders identify the importance of the project and direct project teams to meet the intended project objective. Leaders can provide support by identifying project activities, effectively communicating,

and guiding the decision-making process to align with objectives and business goals. Categorization and measuring cost, time, quality, and the classification of variables can help project leaders determine the best way to categorize and manage the project risk and the performance of the variables. Positive cost variance improves project performance (Annamalaisami & Kuppuswamy, 2021). Project leaders could collaborate with project teams and stakeholders to improve project performance, which can influence business capabilities to achieve the success of project objectives and organizational goals.

The second recommendation is that project leaders in hospitality construction should use the proper context and appropriate medium to communicate critical project decisions with project teams and stakeholders to achieve the desired outcomes. Projects are unique undertakings that require leaders to communicate effectively to meet business objectives by controlling time, cost, and quality variables. Leaders should use project communication to make direct decisions about project variables' performance and support project teams using project implementation techniques. Leaders should ensure that effective methods of communication are adapted to facilitate project processes, activities, and techniques (Safapour et al., 2019) to determine project risk and performance for successful project completion. The quality of project communication remains impacted by the clarity of the project scope and stakeholder goals (Safapour et al., 2019). Thus, I recommended that the project leaders collaborate with business stakeholders of the hospitality industry to develop project teams that have the potential to develop knowledge and skills to understand project management variables to improve business capabilities. The use of learning communication techniques and training project

teams in project management processes is essential in effectively controlling the cost, time, and quality variables. Project practitioners should collaborate in communicating project information in specific situations to mitigate miscommunication that can negatively impact positive project performance.

The third recommendation is that project management leaders should develop strategies that categorize project risk by analyzing project variables, which are cost, time, and quality, to define intended project outcomes and help project practitioners understand organization goals. From project start to finish, project risk mitigation is inherently a process that can be tracked through various methods of communication to avoid unintended project outcomes. Project risk is identified by classification and not by categorization, and there is a need to provide construction project practitioners with analytical data that impacts projects (Siraj & Fayek, 2019). Project management leaders in the hospitality industry should develop strategies to determine the common risk causes and categorize the variables cost, time, scope, and quality to develop appropriate risk responses that can be communicated to project teams and stakeholders to improve project performance. The risk mitigation used by project leaders, project teams, and stakeholders improves project performance by avoiding negative risk impacts and effectively communicating risk decisions in appropriate project situations.

The fourth recommendation is that project leaders should develop and use strategies that project teams can implement to produce critical deliverables and satisfy stakeholders through the implementation of effective project success practices, effective communication practices, and risk identification and mitigation processes. Project leaders

can help with the configuration of project management processes through categorizations of project success importance, risk identification, and mitigation, effective communication with project teams and stakeholders, and ranking the variables to provide recommendations that successfully guide the effective implementation of strategies. Construction project leaders in the hospitality industry should directly manage project elements to achieve the outlined project objectives. Project strategy implementation should align with organizational goals (Ferreira et al., 2019). Through training, communication, and management of the critical success factors required to successfully implement strategies aligned with project objectives and business goals; project leaders must establish the foundation for strategy formulation with project teams and stakeholders.

Recommendations for Further Research

The scope of the research study covered strategies used by five hospitality construction project leaders to deliver projects within budget and on time in Nevada. The sample size of hospitality construction leaders was limited to the State of Nevada geographical area. Other study limitations include the number of participants and the length of interviews, experiences, and perceptions that impacted data quality and richness. Further research could explore similar studies with a larger participant sample and conduct extended interviews. Therefore, I recommend that researchers continue to explore worldwide what leaders in the hospitality construction industry have done to deliver hospitality projects within budget and on time using quantitative methodologies. Although global economies might differ due to geographical location and economic

performance, hospitality projects' identity is similar. Researchers should explore similarities and differences of strategies used by project leaders in the delivery of projects, focusing on project success definition, risk management, and effective communication strategies to find the applicability of strategies. A single industry used in the research study limits the transferability of the study to other industries.

The effectiveness of the study confirmed by further research may focus on interviewing a larger sample of participants and exploring the richness of their perspectives and the benefits derived from using developed strategies in delivering the construction of hospitality projects. Further research may examine the limitations to studying the effectiveness of strategies' application and value to achieve business goals. Future research can explore ways project leaders, project teams, and stakeholders can collaborate using knowledge, skills, innovation, and experience to develop effective strategies that successfully deliver projects and meet business goals. Identifying project success is one of the themes that emerged from this research. There is limited research on strategies for categorizing and classifying cost, time, and quality of project success. Therefore, an in-depth exploration of this theme and the potential benefits to project management and organizations using other research methodologies, such as quantitative and mixed methods, is recommended.

Reflections

The doctoral study journey allowed me to grow academically and personally, providing me with valuable academic life lessons. The journey taught me that determination and resilience remain essential as I encountered working challenges,

family obligations, and academic life demands. Project management helped me to plan my education costs and conflicting priorities. Each stage of the doctoral journey, consisting of courses, prospectus, proposal, and final study, had different demands and required developing appropriate strategies to succeed. I have worked in project and design management for over 25 years, and I needed to manage personal bias due to my experience on the topic of study and the potential influence on the research and findings.

The research study's findings occurred through data collection from participants through interviews and public websites. I summarized the participants' responses and conducted member checking to validate the accuracy of my interview interpretations, and I received the participants' confirmation. I used the interview protocol (see the appendix) and requested the participants' consent to participate before conducting the interviews. I also used open-ended questions for all participants, which provided my interpretations of participants' answers to interview questions to the participants and asked them to validate the accuracy of such interpretations to mitigate my biases.

I had not used NVivo 12 software; I watched videos and tutorials to understand the process. After analyzing the collected data, I developed a coding and theme development framework. The training videos helped me determine how to use codes and themes to write my findings. I am a novice researcher without research experience and relied on Walden University's research material to guide me through the process to ease the fears of data collection and analysis.

The participants of my research study were high-level executives who valued their time. I am grateful to each participant who granted interviews through persistence

because I faced difficulty recruiting participants. The themes that emerged from the data analysis are interrelated. However, the project succes criteria theme that emerged helped me to understand and close the gap between project management practices and stakeholder expectations. Overall, the project findings may contribute to a body of knowledge on strategies for successfully delivering projects. Through this research study, I have expanded my network of project management professionals, gained knowledge on how to make situational decisions and effectively communicate, managed expectations, set realistic goals, learned the importance of multi-tasking, and understood the value of time management.

Conclusion

The objective of this qualitative multiple case study was to explore project management strategies project leaders use to deliver hospitality construction projects within budget and on time. The study's sampled population consisted of five leaders at hospitality properties in Nevada who have been managing projects for at least 5 years. The data sources used for the study include semistructured interviews with participants and document reviews from public websites. After conducting data analysis, four themes related to strategies project management leaders use to deliver hospitality projects within budget and on time emerged: (a) project success criteria, (b) effective communication, (c) risk identification and mitigation, and (d) effective project implementation. Practical recommendations that emerged from the study include categorizing cost, time, and quality to project success; proper communication of essential project information and decisions; and categorizing cost, time, and quality project risks to improve performance

and develop strategies that align project teams, stakeholders, and objectives. The research findings have contributed to academic literature and filled gaps in the literature on strategies project leaders use to deliver hospitality construction projects within budget and on time.

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Appendix: Interview Protocol

The research question is "What project management strategies do project leaders use to deliver hospitality construction projects within the budget and on time?" Eight open-ended interview questions were used to gain knowledge from business leaders who have successfully delivered hospitality construction projects in Nevada.

Protocol Steps	Protocol Actions
Select participants and provide an informed consent form	I will contact potential participants by phone, e-mail, or other online measures deemed appropriate by Walden's guidelines. I will attach the informed consent form to each e-mail
Set time and place for interviews	Interviews will occur in person at the participant's office, in a public space, or via Zoom at an agreed-upon time.
Introduce the interview and obtain verbal consent	I will reiterate the purpose of the research study, obtain verbal consent from each participant, and provide each participant with a written consent form.
Record the interview and maintain a time limit	I will advise the participant that the interview will be audio recorded for accuracy and follow-up. The interview will begin with the participant's background information, including (a) educational background, (b) title/position, and (c) years of experience. There will be a time limit of 60 minutes for each interview.
• Conduct the semi-structured interview by asking seven questions • Observe non-verbal cues • Paraphrase when necessary • Ask follow-up questions to achieve in-depth responses and ensure accuracy	1. What management strategies have you used to achieve project management performance in hospitality construction projects? 2. What specific examples of management strategies have you used as a hospitality leader to successfully implement construction projects? 3. What are the key challenges you faced in implementing management strategies for executing hospitality projects within the budget and on time? 4. What project management strategies have you found most beneficial in delivering hospitality projects on time? 5. How did you address the key challenges you faced while implementing project management strategies to improve the performance of construction projects? 6. How did you develop management strategies and techniques that were significant in delivering the construction of hospitality projects within budget and on time? 7. What project management strategies did you use to mitigate project risk and complete hospitality projects within the budget and on time? 8. What additional information that we have not discussed would you like to share about project management strategies that improve hospitality construction projects' performance?
Thank the participant and set a follow-up time for member checking	I will thank the participant for their time and involvement in the research study and set up a follow-up time for participants to receive the interview transcription.

Conduct member checking	After the interview, each participant will receive a copy of the interpretation of the data collected. Each participant will be asked to review and confirm the accuracy and validity of the researcher's interpretations of their interview responses. The researcher will also use this time to ask or answer any follow-up questions.