2017

Strategies for Improving the Performance of Project Managers in South Sudan

John Paul Mogere Ong'ondi
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

John Paul Ongondi

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Gregory Uche, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Gergana Velkova, Committee Member, Doctor of Business Administration Faculty

Dr. Neil Mathur, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2017

Abstract

Strategies for Improving the Performance of Project Managers in South Sudan

by

John Paul Mogere Ong'ondi

MBA, Walden University, 2014

BS, Kenyatta University, 2008

AS, JKUAT, 2003

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2017

Abstract

Business leaders persistently face the challenges of project failures. Lack of proper project alignment with business strategies is a major contributor to less successful project outcomes. One major concern of project managers in South Sudan is that misalignment of the project management processes with business strategies could result in project delays and cost overruns. The purpose of this multiple case study was to explore strategies 8 project managers from 2 telecommunication companies use to align project management processes with business strategies to improve project performance in Juba, South Sudan. Using hoshin kanri as the conceptual framework for this study, semistructured face-to-face interviews were conducted with purposely selected participants. Four themes that emerged from the thematic analysis of the interview data and archival documents are effective communication among project stakeholders, stakeholder engagement in project management processes, competence of project manager in leadership decisions, and executive commitment and support to project team. The findings of the study may lead to proper project alignment and successful project outcome. Business leaders should involve project managers during the development of business strategies. The results from this study may contribute to positive social change by enabling project managers and business leaders to execute sustainable projects that can offer employment opportunities for the local citizens and help the recovery of the South Sudan economy.

Strategies for Improving the Performance of Project Managers in South Sudan

by

John Paul Mogere Ong'ondi

MBA, Walden University, 2014

BS, Kenyatta University, 2008

AS, JKUAT, 2003

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2017

Dedication

I dedicate this doctoral study to my lovely wife, Mrs. Stella Kerubo, for the love, loyalty, patience, and moral support she provided to me which enabled me to finish this study. To my three sons: Benedict Obuya Mogere, Levis Mogere, and Teddy Mogere, I say thank you all for your patience with daddy especially not having enough time for you. Special thanks to my late parents, Mr. Benedict Ong'ondi and Mrs. Maria Mbera Ong'ondi who were my biggest role models, particularly for encouraging the family of eleven siblings on the importance of education despite the financial struggles in the family. To my brothers and sisters, late Obuya, late Salome, late Jane, late Veronicah, Margret, Peter, Richard, Bryan, Rose, and Shem for not having time for family gathering and bonding during my study. I dedicate this study to the men and women of Tabaka Ward, Kisii, Kenya. My journey to achieve the highest level of education started there and I encourage everyone to dream big. Lastly, I dedicate this academic achievement to many friends of Dalbit Group and Juba, South Sudan fraternity who kept me on the right track.

Acknowledgments

I am indebted and forever thankful to Dr. Gregory Uche who served as a chair and a mentor. Dr. Uche's ability, dedication and guidance got me to the finish line of this program. Special thanks to Dr. Gergana Velkova and Dr. Neil Mathur who served as committee members to see me through the program. I would also like to thank Dr. Freda Turner, and Dr. Reginald Taylor, and for guiding my prospectus during the Atlanta residency. Finally, I would like to thank each of the participants who participated in this study.

Table of Contents

Section 1: Foundation of the Study....1
Background of the Problem....1
Problem Statement....2
Purpose Statement....2
Nature of the Study....3
Research Question....4
Interview Questions....5
Conceptual Framework....6
Operational Definitions....7
Assumptions, Limitations, and Delimitations....8
Assumptions....8
Limitations....8
Delimitations....8
Significance of the Study....9
Contribution to Business Practice....9
Implications for Social Change....9
A Review of the Professional and Academic Literature....10
Conceptual Foundation....11
General Background Information about South Sudan....15
Project Management....17
Project Management Processes....19

Business Strategies in Project Management 25
Critical Success Factors in Project Management 28
Alignment Enabler Factors and Emerging Themes 29
Alignment of Project Management with Business Strategy 37
Summary of Review on Project Alignment 41
Transition 44
Section 2: The Project 45
Purpose Statement 45
Role of the Researcher 46
Participants 48
Research Method and Design 49
Research Method 49
Research Design 51
Population and Sampling 53
Ethical Research 55
Data Collection Instruments 57
Data Collection Technique 59
Data Organization Technique 61
Data Analysis 63
Reliability and Validity 65
Reliability 65
Validity 66

Transition and Summary 68
Section 3: Application to Professional Practice and Implications for Change 69
Introduction 69
Presentation of the Findings 69
Theme 1: Effective Communication among Project Stakeholders 70
Theme 2: Stakeholder Engagement in Project Management Processes 73
Theme 3: Competence of Project Manager in Leadership Decisions 77
Theme 4: Executive Commitment and Support to Project Team 82
Applications to Professional Practice 85
Implications for Social Change 88
Recommendations for Action 90
Recommendations for Further Research 92
Reflections 92
Conclusion 94
References 96
Appendix A: NIH Certificate 133
Appendix B: Interview Protocol 134
Appendix C: Letter of Cooperation 136

Section 1: Foundation of the Study

Some researchers have indicated that most projects are not completed on schedule and budget and do not meet customer's expectations (Bhat, Gijo, & Jnanesh, 2014; Garg & Garg, 2013). The failure of project managers to align project management processes with business strategies is costly to business organizations (Rijke et al., 2014). Some of the results of misaligning project management processes with business strategies include (a) reduced business profitability, (b) loss of market share and reputation, (c) increased turnover of management and workforce, (d) lower productivity, and (d) higher costs (Confonto, Salum, Amaral, Silva, & Almeida, 2014; McAdam, Hazlett, & Galbraith, 2013). The purpose of this study was to explore strategies project managers use to align project management processes with business strategies to improve project performance in South Sudan.

Background of the Problem

Business leaders and managers face challenges arising from dynamic market competition, slow economic growth, globalization, recession, and emerging technological innovations (McAdam, Hazlett, & Galbraith, 2013). Business leaders and managers have a responsibility to address the challenges they face by initiating measures that could lead to finding solutions to project alignment problems (Garcia-Melon, Poveda-Bautista, & Valle 2015; Unterkalmsteiner, Gorschek, Feldt, & Klotins, 2015). Project failures are very common due to project misalignment with business strategy (Alsudiri, Al-karaghouli, & Eldabi 2013). Sande and Haugland (2015) stated that some firms experienced misalignment losses of 10.3% due to failure to meet end-product demands

on time, and a 5.3% loss regarding cost reductions. Rijke et al. (2014) reported that between 20% and 44% of projects failed to meet the scope, time, or cost criteria in the infrastructure sector. Other challenges business leaders and managers encounter include (a) waste of time, money, and opportunity, (b) diminished productivity, (c) de-motivation of individuals and teams, (d) internal conflicts and power struggles, and (e) ultimate project failure (Shepherd, Haynie, & Patzelt, 2013; Shepherd, Patzelt, Williams, & Warneke, 2014). Through this research, business leaders and project managers may implement strategies to address project misalignments resulting in project delays and cost overruns.

Problem Statement

Alsudiri et al. (2013) reported that telecommunication companies which have weak alignments of their business strategies and project management processes show less successful project outcomes. The misalignments had led to a 10.3% increase in significant losses due to failure to meet end-product demands on time and a 5.3% increase in cost (Sande & Haugland, 2015). The general business problem was that the misalignment of the project management processes with business strategies results in project delays and cost overruns. The specific business problem was that some project managers in the telecommunication companies lack strategies for aligning project management processes with business strategies to improve project performance.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies project managers in the telecommunication companies use to align project management

processes with business strategies to improve project performance. The target population was eight business leaders selected from two organizations with successfully aligned telecommunication project management processes and business strategies to increase telecommunications project performance in Juba, South Sudan. Business leaders might use the alignment strategies for long-term decision making to improve project performance, and as a result, offer employment opportunities for the South Sudan citizens, thereby contributing to positive social change. The data from this study could help project managers' plan and execute community rural development projects in road construction when designing and erecting telecommunication infrastructure such as mast and towers across South Sudan.

Nature of the Study

The three research methods include qualitative, quantitative, and mixed methods (Marshall & Rossman, 2016). Yin (2014) explained that researchers use a qualitative method wherein research questions are open ended and the researcher wants to use the experiences of different individuals to explore a particular phenomenon. Qualitative research was the most suitable approach for this study to explore the strategies project managers used to improve project performance. Mukhopadhyay and Gupta (2014) explained that quantitative researchers (a) examine relationships among variables, (b) use closed-ended questions, and (c) test hypotheses. The quantitative method was not suitable for this study because my goal was to gain a deeper understanding of the phenomenon of project alignment. Researchers using the mixed methods incorporate elements of both qualitative and quantitative designs in the same research study (Caruth, 2013). I did not

select the mixed method because of the quantitative component, which requires testing of hypotheses.

Some principal types of qualitative designs are case studies, narrative, phenomenological, and ethnographic (Hurt & Mc Laughlin, 2012). Yin (2014) explained that the case study is the best way to address descriptive studies, particularly when the researcher asks open-ended questions to understand real-life events. The case study research approach was the most suitable for this study to explore alignment strategies for improving project performance. Narrative researchers collect stories about individuals lived and told experiences (Holley & Colyar, 2012), which would not be suitable for addressing the purpose of this study. Phenomenological research was not suitable for this study because phenomenologists seek to explore the participants' experiences and perceptions about a phenomenon (Applebaum, 2012; Moustakas, 1994). In ethnographic research, a researcher describes and interprets the shared and learned patterns of values, behaviors, beliefs, and language of a culture-sharing group (Hampshire, Iqbal, Blell, & Simpson, 2014), which was not appropriate for this study because the focus was not to study a shared culture.

Research Question

The overarching research question for this study was: What strategies do project managers use to align project management processes with business strategies to improve project performance?

Interview Questions

1. What strategies do you use to ensure alignment between project management processes and business strategies?
2. What critical success factors do you consider when aligning projects management processes with business strategies?
3. What strategies to you use to develop projects aligning with business strategy?
4. What strategies to you use to implement projects ensuring alignment with business strategy?
5. What strategies to you use to monitor and control projects ensuring alignment with business strategy?
6. How were the challenges to developing, implementing, and monitoring the processes for aligning business strategies with project practices addressed?
7. What project management tools did you use to improve projects alignment with business strategy?
8. What project management tools did you find worked best to improve project performance?
9. How does the project manager or project team affect the project success?
10. How did your project team respond to the strategies for aligning business strategies with project processes for improving project performance?
11. Please share any additional information how you align project management processes with business strategies to improve project performance?

Conceptual Framework

Hoshin kanri (HK), or policy development theory, served as the conceptual framework for this study. Akao (1991) described HK as a systematic approach integrating the daily activities with the strategic goals of an organization. Nicholas (2016) reported that HK connects managers and employees by a systematic deployment process through vertical and horizontal communication, where the managers deploy and align set goals with organizational strategy and vision. HK has four proponents: (a) focused selection of organizational priorities, (b) the involvement of all employees, (c) the use of proven planning and improvement tools, and (d) the application of a rigorous review process (Su &Yang, 2015). As applied to this study, utilizing the proponents offered by HK could provide a lens for participants (business leaders) to explain their alignment project strategies with business strategy to improve project performance. First, business leaders and senior managers focus on three key medium-term priorities based on the organization's vision and long-term strategy. Second, alignment involves the effort of making everyone in the organization agree on the main goals. Third, implementation teams are empowered to manage action and schedule activities. Finally, senior management uses the review process to understand the success and progress of the implementation teams. In this study, the policy development theory was appropriate and relevant for exploring alignment strategies project managers used to ensure project goals align with organizational strategic goals to improve project performance.

Operational Definitions

Alignment: Alignment means having everyone in the organization agree and work towards the same goals and objectives (Alsudiri et al., 2013).

Business strategy: Business strategy refers to a comprehensive plan stating how the corporation will achieve its mission and objectives (Garcia-Melon, Poveda-Bautista, & Valle, 2015).

Hoshin kanri: Hoshin kanri is a systematic approach integrating the daily activities with the strategic goals of an organization (Nicholas, 2016).

Project management: Project management refers to the application of knowledge, skills, tools, and techniques to project activities to meet project requirements (Project Management Institute, 2013)

Project management knowledge areas: A knowledge area refers to a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization (PMI, 2013).

Project management process: Project management process is a set of interrelated actions and activities performed to create a pre-specified product, service, or result (PMI, 2013).

Project success: Project success is a strategic management concept where project managers align short-term goals with long-term goals of the company (Ajjan, Kumar, & Subramaniam, 2013).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions refer to facts that seem to be true, but researchers cannot test or control (Grant, 2014; Kirkwood & Price, 2013). The first assumption was that the participants answered questions truthfully during the interviews. The second assumption was that participants provided information without personal agenda or gain. The third assumption was that participants answered interview questions related to the research problem.

Limitations

Limitations are potential weaknesses of a study identified by the researcher (Kirkwood & Price, 2013). Limitations serve as a threat to the validity of a study (Prowse & Camfield, 2013). The limitation of this related to my professional background in project management and personal beliefs in aligning project management processes with business strategies. It was difficult to separate my professional experience and personal belief from the study topic. Recognizing personal beliefs enabled the researcher to understand the viewpoint of others on project alignment.

Delimitations

According to Marshall and Rossman (2016), delimitations refer to the boundaries and the scope of the study. The first delimitation was the location of the study, Juba, South Sudan. The second delimitation is limited to sample size of eight business leaders from two telecommunication companies. The sample of eight project managers was

acceptable in generalizing the findings of the study because I was not able to use the total population of project managers in the telecommunication industry.

Significance of the Study

Contribution to Business Practice

According to Alsudiri et al. (2013), the right alignment of project management with business strategy may bring great benefits to an organization. The benefits include increased revenue, lowered costs, reduced project completion times, and increased project quality. The results from this qualitative multiple case study may provide business leaders and managers with a clear understanding of the strategies and processes for aligning business strategy with projects to improve project performance. Business leaders may use data from this study to improve project performance, thereby reducing waste and increasing profits for organizations.

Implications for Social Change

The results from this study may contribute to positive social change by enabling project managers and business leaders execute sustainable projects that can help the recovery of the South Sudan economy. The business leaders may utilize the vast resources to improve the country economy by innovating sustainable projects. South Sudan gained its independence on July 9, 2011, after seceding from Sudan after 21 years of political and social conflict (Pinaud, 2016). South Sudan has enormous untapped resources such as oil, gold, and diamonds (O'Sullivan & O'Sullivan, 2012). Despite having valuable resources, South Sudan is facing widespread poverty and a high rate of unemployment (Longfield, 2015). Business leaders could use the alignment strategies for

project to increase the efficacy of long-term decision making to improve project performance with the vast untapped resources and, as a result, offer employment opportunities for the South Sudan citizens.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore strategies project managers use to align project management processes with business strategies to improve project performance. Extensive research based on the alignment of business processes with business strategies might help project managers understand strategies to improve projects performance. Few researchers focused on alignment of project management processes with businesses strategies to improve project performance (Alsudiri et al., 2013; Unterkalmsteiner et al., 2015). Although there are studies conducted on project alignment, researchers have limited knowledge about why project misalignment occurs with repercussions of cost overruns and project delays. The topics of this literature review included (a) HK (policy development), (b) project management, (c) project management processes, (d) business strategy, (e) project critical success factors, (f) alignment enabler factors, and (g) alignment of project management with business strategy. Resources for this literature review included the Walden University online library, Google Scholar, ProQuest, Emerald Management Journals, Business Source Complete, ABI/INFORM, SAGE, and EBSCO. A collection of peer-reviewed journal articles, dissertations, and textbooks form the literature review. The literature review consists of 257 references of which 89% of the resources are peer-reviewed articles published between 2013-2017. Several keyword descriptors used to search the

literature include *project alignment, misalignment, business strategy, project leadership, project manager, project team, project success, project performance, hoshin kanri,* and *project management*. In this review, the focus was on the hoshin kanri (policy development), followed by a literature review that compared different alignment strategies business leaders used to improve project performance.

Conceptual Foundation

Hoshin kanri (HK) or policy development was the conceptual framework used for this study. Akao (1991) developed the HK framework (Nicholas, 2016; Su & Yang, 2015). Akao introduced HK in the 1960s to give senior management more control of cross-functional management; aligning strategic and operational goals to ensure sustained business success (Chiarini, 2016). Other researchers extended the works of Akao by addressing how business leaders use HK framework to identify competitive priorities or strategic goals. The leaders used the strategic goals to align with day-to-day operational goals (Akao, 1991; Asan & Tanyas, 2007; Chau & Witcher, 2005; Cwiklicki & Obora, 2011; Kunonga, Whitty, & Singleton, 2010; Soltero, 2007). The results from these studies show that HK is necessary for business managers to align operational goals with business strategic goals for business sustainability.

Nicholas (2016) explained that HK as a systematic approach that integrates the entire organization's daily activities with its strategic goals. Ahmed (2016) reported that organization leaders use HK principles to align business strategies with project implementation to improve business performance. Business leaders and senior managers connect with other employees through vertical and horizontal communication, where the

implementation team deploys and aligns goals set by the executives to achieve organizational vision (Su & Yang, 2015). Su and Yang (2015) stated that HK is the heart of a successful strategy guiding continuous improvement, and allowing integration and coordination of concepts for the creation of unique capabilities. HK was different from other strategy formulation and implementation methodologies because business leaders apply the total quality management (TQM) principles. HK was another type of TQM where the plan-do-control-act (PDCA) cycle was applied to all levels and processes to gather information, identify issues, prioritize critical actions, and implement solutions (Chiarini, 2016).

HK has four phases: (a) focused selection of organizational priorities, (b) involvement of all employees, (c) the use of proven planning and improvement tools, (d) and the application of a rigorous review process (Nicholas, 2016). Researchers agree that HK approach has four iterative phases: (a) focus, (b) alignment, (c) implementation, and (d) review (Asan & Tanyas, 2007; Chau & Witcher, 2005; Cwiklicki & Obora, 2011; Kunonga, Whitty, & Singleton, 2010). Business leaders and senior managers focus on a few key medium-term priorities, or breakthrough objectives, based on the organization's vision and long-term strategy. By focusing on a few important objectives, it is easier for the implementation team to transform the organization by having realistic plans considering the dynamic internal and external business environment (Melander, Lofving, Andersson, Elgh, & Thulin, 2016). Gaps exist between short-term priorities with long-term business goals, business leaders need to use HK tenets to align day-to-day operational goals with organization's long-term strategy.

Alignment involves the effort of making everyone in the organization agree on the few priorities from phase one (focus) and make actionable and measurable plans (Su & Yang, 2015). People at different levels of various departments communicate with each other through participatory dialogue (catch ball). Catch ball (resemblance of the children ball game) is a two-way, top-down and bottom-up communication process where people turn the few priorities into objectives, identifying and monitoring progress, and making decisions (Su & Yang, 2015).

The implementation teams are empowered to manage action and schedule activities. The implementation team narrows the gap between strategy formulation, implementation, and tracking the progress of the agreed initiatives. The senior management passes the baton to the middle managers, who in turn passes down the initiatives to the employees (Su & Yang, 2015). Senior managers use the review process to understand the success and progress of the executing teams. The review phase is a detailed analysis and audit performance against key performance indicators, processes, and outcome goals (Nicholas, 2016).

Business managers applied concepts of HK in successful companies like Bridgestone Tire Company, Hewlett-Packard, Texas Instruments, AT&T, Lucent Technologies, Florida Power & Light, Rover Group, Toyota, and Xerox (Chiarini, 2016). The business leaders in these companies successfully implemented HK, translating long-term policy into annual plans and achieving significant improvements in business results (Chiarini, 2016; Su & Yang, 2015). Su and Yang (2015) posited that the HK approach was successfully applied in the human resource management (HRM) department of the

manufacturing company and effectively reduced hiring costs by $360,000 in 5 years and improved recruitment cycle time by 40%. In this study, the policy development theory was appropriate and relevant for exploring alignment strategies projects managers use to ensure projects goals align with organizational strategic goals to improve projects performance.

TQM and lean sigma six (LSS) served as the supporting theories to HK (Chiarini, 2016). Zairi (2013) summarized TQM as an approach to quality regarding integrated, systematic, and organization-wide strategy for improving product and service quality. Sadeh and Garkaz (2015) reported that TQM integrates different managerial concepts for the success of an organization. TQM has the following proponents: (a) management commitment and leadership, (b) statistical process control, (c) people management, (d) resource management, (e) explanation of quality phenomena, and (f) continuous improvement of processes (Sadeh & Garkaz, 2015). LSS is the integration of the lean manufacturing production system with the efficient six sigma improvement methodology. Drohomeretskia, Costa, Lima, and Garbuio (2014) defined LSS as a business strategy and, at the same time, a methodology that increases process performance, resulting in greater client satisfaction and results. LSS leads to an incremental increase in the level of quality of the products and reliability of processes. LSS methodology uses five steps, namely define, measure, analyze, improve, and control (DMAIC) (Sadeh & Garkaz, 2015). LSS has the following characteristics: (a) an understanding of project expectations, (b) leadership of top management, (c) disciplined application of DMAIC, (d) fast application of the project, (e) clear definition of results, (f) supplying of

infrastructure to implement improvements, (g) focus on the consumer and the process, and (h) focus on the statistical approach to improvement (Drohomeretskia et al., 2014). As applied to this study, utilizing the proponents offered by TQM and LSS could provide strategies for business leaders to overcome business challenges that include constant change in the external environment driven by competition, demanding consumers, and unstable economic climate in many countries.

General Background Information about South Sudan

South Sudan is a new country located in East Central Africa (United Nations Development Programme [UNDP], 2013). The country borders six countries: Ethiopia to the east, Kenya to the southeast, Uganda to the south, the Democratic Republic of the Congo to the southwest, the Central African Republic to the west, and the Republic of Sudan to the north. Juba is the capital city of South Sudan (David & Christopher, 2014). South Sudan achieved independence from Sudan on July 9, 2011, becoming the world's newest nation after two civil wars. The first civil war occurred from 1955 to 1972, and the second war from 1983 to 2005 (Pinaud, 2016). Pinaud (2016) stated that approximately 2.5 million people lost their lives, and more than 5 million were externally displaced. In 2013, the third civil war broke out in Juba, and the crisis is ongoing (Pinaud, 2016). Pospisila and Besancenot (2014) stated that growth and cohesion in South Sudan are affected by deep economic mistrust issues and social relations among the ethnic groups in South Sudan.

South Sudan is one of the poorest countries in the world (David & Christopher, 2014). The country has highest maternal mortality and female illiteracy rates (Longfield,

2015). Most villages in the country have no electricity or running water. Highways in South Sudan are mostly unpaved. The poor infrastructure remains the key obstacle to development in South Sudan (Longfield, 2015). South Sudan is heavily dependent on oil, and is the sixth biggest oil producer in Africa (UNDP, 2013). According to UNDP (2013), 98% of the Government of South Sudan's (GOSS) revenue comes from oil. Despite having valuable resources, South Sudan is facing widespread poverty and issues of a high rate of unemployment (Pospisila & Besancenot, 2014). Approximately 83% of the people reside in rural areas, and most rural areas do not have electricity and water (Pospisila & Besancenot, 2014). Overcoming the socioeconomic problems is still a significant challenge (UNDP, 2013). Harengel and Gbadamosi (2013) presented the case of South Sudan as a post-crisis nation in international newspaper outlets. Harengel and Gbadamosi (2013) posited significant differences in cultural environments. The biggest challenges in South Sudan include (a) shortage of skilled labor, (b) low literacy, (c) poor infrastructure, (d) ethnicity, and (e) low use of improved technologies (Harengel & Gbadamosi, 2013). In identifying the factors that contribute to project success, business leaders may implement study findings to improve skilled labor, literacy, infrastructure, use of technologies, and minimize the negative effects of ethnicity in South Sudan.

The results from this study may contribute to positive social change by enabling project managers and business leaders to execute projects in a strategic way and improve project performance that may help the recovery of the South Sudan economy. According to Burinskeinea and Pipiriene (2014), countries with innovations in trade enterprises export more than countries with a higher diffusion of old innovations. Haigh and Sutton

(2012) stated there is great potential using resources to fill the professional gap in post disaster recovery. South Sudan has enormous untapped resources such as oil, gold, and diamonds (UNDP, 2013). The business leaders may utilize the vast resources to improve the country economy by innovating sustainable projects. By applying the findings of this study, project managers may complete more projects successfully on time, on a budget, and on specifications.

Project Management

Project Management Institute (PMI, 2013) defined project management as the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Wysocki (2014) explained project management as an organized common-sense approach utilizing the appropriate client involvement to meet sponsor needs and deliver expected incremental business value. The different types of projects include (a) strategic projects, (b) extension projects, (c) utility projects, and (d) research and development (R&D) projects (Rijke, et al., 2014).

Zekic and Samarzija (2012) stated that business dynamics caused by changes in scientific and technological development affect business organizations. Business leaders and managers regard to project management as a scientific innovation (Midler, 2013). Project management is a managerial technology of a systematic management of rounded processes of a project-based approach to development strategy, project realization of development programs, and project exploitation of unique and time-limited products (Wysocki, 2014). According to project management institute (PMI, 2015), some global dynamics are forcing organizational managers to take a more critical look at how they

operate. Sluggish economic growth, globalization, recession, and new development in new technologies are putting additional emphasis on how well managers of organizations execute their strategic initiatives (Rijke et al., 2014). Business leaders could use the alignment strategies for project to overcome global business dynamics to improve project performance.

Some of the challenges business leaders include handling more projects and programs as well as acquiring portfolio management skills (Neverauskas & Railaite, 2013). Business leaders and managers achieve organizational success through the usage of modern project management for achieving strategic goals (Lappe & Spang, 2013). According to Pollack and Adler (2015), managers in small and medium enterprises positively influence the profitability and sales of the enterprises by understanding project management principles. Alsudiri et al. (2013) stated that the right implementation of the project management may bring strategic and tactic value to the organization. The organization executives select projects linked to the business strategy of the organization (Stoshikj, Kryvinska, & Strauss, 2014). Business leaders and managers should revisit the fundamentals of project management. Those fundamentals include (a) fully understanding the value of project management, (b) having engaged executive sponsors, and (c) aligning projects to strategy. Other fundamentals of project management include developing and maintaining project management talent, establishing a well-aligned and effective project management office (PMO), and using standardized project management practices throughout the organization (PMI, 2015). Zekic and Samarzija (2012) reviewed the recent business reality in relation to how the accelerated scientific and technological

development makes all segments of the company's environment more dynamic. Continuous innovation and development are becoming the prerequisites of a company's sustainable operation. Therefore, business leaders should use project management for optimization of business performance and the development of a company's competitiveness.

Project Management Processes

Project management processes differ from project life cycle (PMI, 2013). Project life cycle is what a project manager needs to do the work whereas project management process refers to what is required to manage the projects (PMI, 2015). A project management process is a set of interrelated actions and activities performed to create a pre-specified product, service, or result (PMI, 2013). Stoshikj, Kryvinska, and Strauss (2014) analyzed complex project management processes and indicated that different companies need different software and management skills framework. Project managers required a management based on the principles of general management but adapted to the characteristics of the projects (Nistor & Muresan, 2012). According to Markeset, Moreno-Trejo, and Kumar (2013), decision makers must take into consideration the inspection, maintenance, and support services during project planning, implementation, and execution phases.

The five process groups and the 10 knowledge areas are the building blocks of every project management life cycle (Wysocki, 2014). A knowledge area is a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization (PMI, 2013). The 10 knowledge areas include

(a) integration, (b) scope, (c) time, (d) cost, (e) quality, (f) human resource, (g) procurement, (h) communication, (i) risk, and (j) stakeholder management (PMI, 2013). Project management processes are grouped into five categories known as project management process groups (or process groups) include initiating process group, planning process group, executing process group, monitoring and controlling process group, and closing process group (PMI, 2013; Wysocki, 2014).

An initiating process group has the responsibility to define a new project or a new phase of the existing project by obtaining authorization to start the project or phase. The key elements in this process group are developing a project charter and identifying stakeholders (PMI, 2013). The project manager uses the project charter to request organizational resources for project activities (Brady & Davies, 2014; PMI, 2013). The project manager must understand the business profile because it serves as a guide for all other project management activities and ensures the project is worth the investment (PMI, 2013). The project charter consists of the following elements (a) project purpose or justification, (b) measurable project objectives, (c) assumptions and constraints, (d) high-level project description and boundaries, (e) high-level risks, (f) a summary of the schedule and budget, (g) assigned project manager, and (h) name of the person authorizing the project (PMI, 2015). A stakeholder refers to an individual or group who can influence the achievement of the company's objectives (Eskerod & Vaagaasar, 2014). Stakeholders include the shareholders, customers, employees, communities near company operations, financiers, suppliers, and the public (Eskerod & Vaagaasar, 2014). Stakeholder involvement creates a shared understanding of the success criteria for the

project (Nangoli, Ahimbisibwe, Namagembe, & Bashir, 2013). Freeman (1984) developed the stakeholder theory. The stakeholder theory takes consideration of a wider group of constituents rather than focusing on shareholders (Strand & Freeman, 2015). The stakeholder theory states that the company is a separate organizational entity and different stakeholders connect in achieving a broad range of purposes (Eskerod & Vaagaasar, 2014). Strand and Freeman (2015) opined that shared interests of stakeholders are likely to produce better values for all parties concerned because it recognizes that stakeholder interests are joint. The stakeholder theory also focuses on managerial or strategic decision making and suggests that the benefit of all stakeholders have intrinsic value, and no sets of interests dominate others (Paul, 2015).

The planning process group refers to establishing the scope of the project, the objectives, and defining the actions and activities required to attain project objectives (Bronius, Bakinaite, & Meiliene, 2013; Stoshikj, Kryvinska, & Strauss, 2014). Once the sponsor approves the project, it moves from the initiating phase into detailed planning phase where the project manager and implementing team plan how to execute, monitor and control, and close the project. In this stage, project manager establishes project boundaries, identify the scope of works, and estimate project cost (Fulford, 2013). The project manager develops the project management plan and the project documents used to carry out the project (PMI, 2013). The project manager and team explore all aspects of the scope, time, cost, quality, communications, human resources, risks, procurements, and stakeholder engagement (Xu, Ming, Song, He, & Li, 2014).

PMI (2013) identified 47 project management processes grouped into ten knowledge areas. The planning process group has 24 project management processes out of the 47 identified by PMBOK, which indicates that planning phase is very crucial in the project management life cycle. In the planning phase, the project manager sets out the desired objectives of the project. The project manager and team should do project risk analysis when planning for the project execution. Thamhain (2013) stated that dealing effectively with risks in complex projects is difficult and requires management interventions in early project stages. Business leaders are detecting risks early in the project lifecycle and in decoupling risk factors from work processes before they affect project performance (Haji-Kazemi & Anderson, 2013; Senesi, Javernick-Will, & Molenaar, 2015). Some of the best success scenarios point to the critical importance of recognizing and dealing with risks early in project development (Thamhain, 2013). Arena, Azzone, Cagno, and Trucco (2014) proposed the spring model as a risk management system used in different levels of project-based organizations. Project managers use spring model in enterprise, project portfolio, functions, and project organization to identify and manage risks. In addition, Zeynalian, Trigunarsyahz, and Ronagh (2013) discussed the advanced programmatic risk analysis and management model (APRM) for risk management purposes.

Executing process group refers to the processes performed to complete the work defined in the planning phase to meet the project specifications. The project manager's main objective is performance and team management (Stoshikj, Kryvinska, & Strauss, 2014). Organizations are collections of people who work together and coordinate their

actions to achieve a wide variety of goals or desired future outcomes (Kutsch, Browning, & Hall, 2014). A good manager should provide possibilities for the employees to coordinate and cooperate with the organization. The project manager has to plan, organize, lead, and control human resources to achieve organizational goals (Prause & Mujtaba, 2015). The implementation of construction engineering projects is challenging due to the size, complexity, financing, duration, and execution by many organizations (Deng & Smyth, 2013; Doloi, 2013). These projects need collaboration, coordination, cooperation, and management with key stakeholders (Fellows & Liu, 2012). Project managers must think out of the box on the management of the projects by putting more efforts to identify and mitigate conflicts promptly.

El-Sofany, Alwadani, and Amer (2014) researched on the best practices in managing a virtual team in different time zones. The world has become a global village, and when implementing IT projects in a global environment, the strategy is to establish virtual teams. Data from the survey highlighted both soft and hard skills needed for the optimal IT project manager to lead a virtual team (El-Sofany et al., 2014). It is not sufficient to be outstanding in technical competencies; soft skills like communication, teamwork and leadership are also essential. Wood, Mazouz, Yin, and Cheah (2014) studied the reasons multinational corporations (MCN) invest in Africa focusing on human resource management and whether the decision is different from their counterparts in developed economies. Wood et al. (2014) examined the effects of the potential host country wages, local capabilities, workers' rights, mineral resources, and corruption on foreign direct investment (FDI) and found out that reliance on low-wage,

unskilled labor, coupled with the extensive usage of expatriates, brought a wide range of challenges for the human resource manager, who may lack the capabilities to resolve the problems.

Monitoring and controlling process group refer to the processes that track, review, and regulate the progress and performance of a project (Fiala, Arlt, & Arltova, 2014). Jallow, Demian, Baldwin, and Anumba (2014) studied the factors that make the architectural, engineering, construction, and facilities management projects complex to implement. The construction manager handles large volumes of drawings, specifications, and bill of quantities that are complex to manage. The project manager manages all the information so that projects finished on time and on budget. Jallow et al. (2014) proposed the electronic requirements information management framework to make work easier for the project managers and project teams. Effective team coordination is essential for the information systems (IS) project success (Matrogiacomo, Missonier, & Bonazzi, 2014). Matrogiacomo et al. (2014) conducted a four-year study based on science research design; to develop and initiate a coopilot to improve real-time coordination in IS projects. Coopilot is a simple conversational guide to help IS project managers minimize the number of coordination surprises that arise for teams during their project meetings. In the monitoring phase, the project manager should emphasize on communication and knowledge sharing among the project team (Algeo, 2014). Quik, Wright, and Herjanto (2013) studied the collaborative-networked learning (CNL) system, an online facilitation and support software used by learners and experts to communicate within a contextual framework to resolve problems and to improve product or process knowledge.

The closing process group refers to all activities conducted to close the project (PMI, 2013). The following tasks occur at project closure (a) customer or sponsor accepting to close the project, (b) conducting a post-project review, (c) recording impacts of tailoring to any process, (d) documenting lessons learned, and (e) updating organizational process assets. Other task elements include placing all relevant project documents in the project information systems, closing out procurement activities ensuring termination of agreements, performing team members' assessment, and releasing project resources (Noor, Khalfan, & Masqood, 2013). Shepherd, Patzelt, Williams, and Warneke (2014) reported that delayed termination provided employees the time to reflect on, articulate, and codify lessons learned. Project termination refers to the release of a project resources and the reassignment of project team members to other duties and is a complex dynamic advocacy process that unfolds over time. Dube (2014) stated that in an increasingly fluid work environment, workers often find themselves in a state of transition and should adapt to rapid changes.

Business Strategies in Project Management

The concept of strategy is important when developing and aligning projects with a business mission (Garcia-Melon, Poveda-Bautista, & Valle, 2015). Alsudiri et al. (2013) defined the strategy of a corporation as a comprehensive plan of how the business managers will achieve organizational mission and objectives. Managers in organizations achieve superior performance when doing something no other business can duplicate, and strategy is all about how you are going to do better by being different (Soderlund & Muller, 2014). A business strategy should focus on how business leaders deal with

competition by creating competitive advantages such as time to market, unique products, quality products, and minimizing competitive disadvantage. The three typical business strategies are (a) corporate, (b) business, and (c) functional (Alsudiri et al., 2013). The corporate strategy refers to a company's overall direction in term of general growth and the management of the various businesses and product line. Business strategy occurs at the business unit or product level, and managers of organizations emphasize improvement of the competitive position of the products or services of the corporation. The functional strategy is the approach taken by a functional area to achieve corporate and business unit objectives (Garcia-Melon, Poveda-Bautista, & Valle, 2015). Examples of functional area include (a) project management, (b) research and development (R&D), (c) marketing, (d) production, and information system (IS). Junior, Lucato, Vanalle, and Jagoda (2014) stated that managers achieve a sustainable competitive advantage by reinforcing three types of generic strategies (a) cost leadership, (b) differentiation, and (c) best-cost. Business leaders and managers pursue cost leadership by being the lowest producers in the industry. Business leaders pursuing a differentiation strategy seek to position their organizations in the marketplace with distinct identity satisfying the desires of the customers such as fast time to market, superior quality and service, and innovative features (Johnson, Reckers, & Bartlett, 2014). The best-cost strategy is the combination of the cost leadership and differentiation when managers combine low-cost products and address customer values. Slack and Lewis (2011) explained that operations strategy has four different perspectives: (a) as a top-down reflection of what the whole group in business wants to do, (b) as a bottom-up activity where operations improvements

cumulatively build strategy, (c) involves translating market requirements into operations decisions, and (d) in relation to exploiting the capabilities or operations resources in chosen markets.

Business leaders at incumbent firms increasingly recognize that to sustain growth and protect their companies from disruption; they must innovate beyond the familiar markets and competencies on which the company has built its existing business (Bertels, Koen, & Elsum, 2015). Using innovative core projects, project managers could target new customers or non-consumers in new markets, which could lead to high growth. Fulford (2013) conducted an inductive case studies on eight information system (IS) providers in Hong Kong, Australia, Europe, and the United States based on the importance of value-added resellers (VARs) alignment with organization strategic goals, and found out there is need to utilize the sales cycle process to promote customer-centered approach in project management.

Liu, Tzeng, and Lee (2013) proposed the decision-making trial and evaluation laboratory (DEMATEL) and VIKOR (VlseKriterijumska Optimizacija I Kompromisno Resenje) models to help travel agencies use strategic planning as a means of gaining a competitive advantage in the cruise product sales in an increasingly uncertain, dynamic, and complex world. These models may be useful in project management and project performance. According to Mohamed and Jones (2014), the key elements of profitability are cost, assets, and revenue. The concept of strategic profitability management is a process of improving and maximizing profitability by effectively managing the main drivers of profitability through the use of some strategic management accounting

techniques that combine the three drivers together (Mohamed & Jones). In my opinion, strategic profitability management should serve project managers well in attaining improved project performance.

Critical Success Factors in Project Management

Many different project managers or stakeholders use various metrics to define measures of project performance (Mcleod, Doolin, & MacDonell, 2012). Metrics identified in the literature include (a) cost, (b) quality, (c) time, (d) innovativeness, and (e) contribution to profit (Parisi & Rossi, 2015). Critical success factors relate to the mission and strategic goals of the business organization (Wainwright & Shaw, 2013). Allen, Alleyne, Farmer, McRae, and Turner (2015) examined the role of external influence, project manager, scope, schedule, and budget play in the success or failure of a project. Bronius, Bakinaite, and Meiliene (2013) reported that business leaders determined project success based on cost, time, and quality requirements (axiom triangle) and concluded that there is more to be done especially involving all stakeholders in the project. Jefferies, Brewer, and Gajendran (2014) stated that project managers measure metrics at the project level by defining a set of performance measures and identifying key performance indicators (KPIs). Bronius, Bakinaite, and Meiliene (2013) stated that integrated performance index (IPI) is one way of measuring project success that is flexible to use. One of the disadvantages of the IPI is the practical complexity application in different stages in the project cycle (Todorovie, Mitrovie, & Bjelica, 2013). According to Allen et al. (2014), P&G leaders launched a project called the New Growth Factory to systematize innovation and growth. More than 10 years after launching the project,

P&G's revenue doubled because of new and innovative thinking and product development. Allen et al. (2014) classified external influence into organizational influence (leadership), and organizational structure. The three types of project organization structure include (a) functional, (b) matrix, and (c) projectized. Additionally, Allen et al. (2014) explained that the U.S. Coast Guard's 123-Foot Patrol Boat project served as an example of a project that failed due in great part to its inability to exploit the critical success factors of time, cost, and schedule.

Kujala, Brady, and Putila (2014) reviewed data on cost management reports for the four projects and eight interviews with senior managers involved in the planning, controlling, and implementing the projects. Researchers used a qualitative case study on a global power solution provider for marine and energy markets with more than 4.5 billion euros annual revenue and 15,000 employees. The uniqueness of the project size, complexity, and uncertainty affect cost management process. Kujala et al. (2014) identified several challenges in performing cost management including (a) cost estimation, (b) cost control and monitoring, (c) revenue recognition, (d) profitability analysis, and (e) margin calculation.

Alignment Enabler Factors and Emerging Themes

Alignment enablers refer to internal or external factors to the organization influencing the performance and use of a given practice, technique or tool. The internal factors include (a) effective communication, (b) competence of the project manager and team, (c) involvement of the project manager in strategy development, and (e) executive commitment (Alsudiri et al., 2013). Other enabler factors include organization structure

type, product development process, formalization level, customer or stakeholder involvement in product development, and supplier or partner involvement in the product development (Confonto et al., 2014). The external factors include (a) dynamic market, (b) contractors and vendors, (c) government agencies, and (d) site acquisition (De Carvalho, 2014). Sumner (2009) stated that alignment strategies that support best practices include (a) functional expertise, (b) knowledge integration, (c) liaison mechanisms, (d) project governance, and (e) scope and integration of organizations processes. The internal and external factors (project manager authority, project leadership, risk management, stakeholder involvement, and impact of culture) are some of the emerged themes in this study.

The Project Manager Leadership

The project manager is the head of the project, project team, and ultimately ensuring the project ends in success (DuBois, Hanlon, Koch, Nyatuga, & Kerr, 2014). Mathur, Jugdev, and Fung (2013) reported that project manager must possess soft and hard skills to lead a project team. In addition to technical competences, soft skills like communication, teamwork, and leadership are essential in managing projects. Other competencies include clarity of objectives, leadership and project management, communication, reliability and efficiency, teamwork, and quality management (Marthur, Jugdev, & Fung). International projects need project managers who understand the cultural differences that exist and the impact of culture on team-building (Trompenaars & Hampden-Turner, 2012). The project manager needs to manage self-directing team in virtual environments (Wang, Wood, Abdul-Rahman, & Lee, 2015). The project team

should communicate and understand the risks and new barriers to project performance (Barnwell, Nedrick, Rudolph, Sesay, & Wellen, 2014). One of the critical qualities of a project manager is leadership needed to promote project success (Taghavi, Taghavi, & Milad, 2013). According to Galvin, Gibbs, Sullivan, and Williams (2014), a project manager must possess leadership styles that include (a) team building, (b) establishing clear relations and roles between project members, (c) openness, (d) self-confidence, (e) organization, and (f) clearly defining project successes. Galvin et al. (2014) identified certain attributes of effective project managers as well as three specific leadership styles: (a) intellectual, (b) managerial, and (c) emotional. Managers should not just only possess attributes for one leadership style, but normally a combination of two or more styles because in today's corporate world, project managers must be flexible in every aspect of their job. According to Obiajunwa (2013), operators of process plants and engineering facilities appointed turnaround maintenance manager (TAM) without reference to any management skill set, and this was catastrophic for the success of the projects.

Project manager requires knowledge and experience to not only apply project management methods but also creatively design the project management process (Jarkas, Radosalvljevic, & Wuyi, 2014; Wysocki, 2014). These design functions include (a) selection of the project management methods appropriate for a given project, (b) selection of the appropriate communication structures, (c) facilitation of the different workshops and meetings, (d) decision to involve a project management consultant, (e) selection of the appropriate IT and telecom infrastructure, and (f) definition of the appropriate form for the project management documentations (Wysocki, 2014). Project

managers or project owners have opportunities to reduce project risk: carry out a benchmarking study, do not underprice projects, do not reduce project lengths, and assign experienced team to run projects (Iamratanakul, Badir, Siengthai, & Sukhotu, 2014). Identifying critical success factors (CSF) alone is unsatisfactory because not all CSFs are of equal importance (Iamratanakul, Badir, Siengthai, & Sukhotu). When project managers can identify and rank CSFs according to their impact on a project's ultimate success, they are more likely to feel confident about determining the best practices for a specific project ultimate success (Iamratanakul, Badir, Siengthai, & Sukhotu). Therefore, the project manager should play a crucial role in the success of medium to large-scale complex projects by incorporating ten project management knowledge areas. The knowledge areas include (a) scope management, (b) time management, (c) cost management, (d) quality management, (e) human relations management, (f) communications management, (g) risk management, (h) procurement management, (i) integration management, and (j) stakeholder management (PMI, 2013).

The project manager (PM) should have the ability to manage the political and power dimensions within and around the project team, as failure to understand and control the political process could result in the failure of many good projects (Obiajunma, 2013). An understanding of these interfaces is important to project managers as it could enhance their ability to build favorable relationships with senior management (Obiajunma, 2013). Obiajunma (2013) identified four key variables that can influence the PM's ability to create favorable relationships with senior management as (a) his ongoing credibility, (b) the visibility of the project, (c) the priority of the project to other

organizational undertakings, and (d) his accessibility. Project management involves the coming together of a lot of people from diverse backgrounds towards achieving a successful project (Santos, Soares, & Carvalho, 2012; Seboni, & Tutesigensi, 2015). The project managers must understand the drivers of all their team members and endeavor to build productive relationships with all key members of the project team. According to Ortiz-Marcos, Benita, Aldeanueva, and Colsa (2013), the technical management and non-technical skills among different players make projects successful. The most performance competencies include scope, communication, and risk management. Other personal competencies include (a) orientation toward results, (b) initiative and problem solving, and (c) teamwork (Ortiz-Marcos, Benita, Aldeanueva, & Colsa).

The success of leaders could be the result of their experiences and training in managing projects (Leavitt, 2012). Managers should choose to manage projects in an environment either as individual projects or as components of integrated programs or portfolios (Heising, 2012). Todorovie, Mitrovie, and Bjelica (2013) stated that projects carried out in traditional management culture could be costly, time-consuming, and may lead to frustrations among project team members. Leaders achieve the real benefits of project management by applying some concepts of the new management paradigm in the project performing companies. The project management excellence is long and hard and requires efforts of all members of the organization (Riggio, Zhu, Reina, & Maroosis, 2012). Staff of organizations should be encouraged to adopt best practices, and to learn from past mistakes. In addition, the project team should actively participate in the improvement of project management processes and try to achieve the higher maturity of

organization's project management (Rammer & Klingebiel, 2014; Riggio, Zhu, Reina, & Maroosis, 2012).

Impact of Culture on Projects

Culture refers to a system of shared norms, beliefs, values, and customs that bind people together, creating shared meaning and a unique identity (Trompenaars & Hampden-Turner, 2012). Aaltonen (2013) stated that project professionals assigned to foreign countries should have a minimum understanding of religion, dress codes, education system, holidays, daily eating patterns, family life, business protocols, social etiquette, and equal opportunity. Trompenaars and Hampden-Turner (2012) gave an example of P&G Company that stormed into the Japanese market with American Products, American advertising, American managers, and American sales methods and promotional strategies. The approach proved disastrous, and the company had to learn to adapt products and marketing style to Japanese culture. The P&G Company incident highlights how cultural diversity affects projects and project management. The number of international projects continues to increase due to globalization, and more project managers implement projects as needed (MacLean, 2013). The project managers must work with diverse project teams, and the hence the need to equip themselves with knowledge of cultural diversity (Oncharo, Kandiri, & Johnson, 2014). Preparing for international project assignment requires serious homework (Stoud, 2013). Preparation and understanding the cultural differences of the host country makes first impression with nationals and ensures effective project management (Chipulu et al., 2014; Larson & Gray, 2011). Projects carried out within the environment of the country's social customs,

work practices, government controls, and religious beliefs tend to succeed. The critical success factors (CSF) for any project are cost, budget, and quality requirements and project managers should know that cultures sincerity and flexibility could pay-off (Chipulu et al., 2014; Larson & Gray, 2011). Project managers need to understand that what works at home may not work in the foreign country (Prause & Mujtaba, 2015). Prause and Mujtaba, (2015) stated that value-based management on employees' thoughts and behaviors is important in managing projects. Managers should recognize differences in values of different culture among team members. Neglecting the existence of cultural diversity could lead to a disaster in the workplace; and project managers should be familiar with the values and cultures of the project environment for the benefit the organization (Aarseth, Rolstadas, & Andersen, 2014).

Larson and Gray (2011) reported that a Scandinavian woman appointed as a project manager responsible for building a water desalination plant from seawater in a Middle East Country faced cultural related issues. She was restricted to the living compound for families of foreign guest workers. Going outside the compound meant covering her head, arms, and legs and being accompanied by a woman. A physical altercation in the city concerning her clothing in the Arab country was traumatic to her and she had to leave the country for her home after three months. The loss of the original project manager delayed the project. The Scandinavian firm had to appoint another project manager to establish relationships with the project team and the host country's nationals to move the project forward (Larson & Gray, 2011).

Jarkas, Radosalvljevic, and Wuyi (2014) stated that culture plays an important role in international business. Good communication linkages established between a company and customers, suppliers, employees, and the host governments is important for the success of the company (Eskerod & Vaagaasar, 2014; Strand & Freeman, 2015). According to El-Sofany, Alwadani, & Amer (2014), appropriate management of inter-cultural teams poses specific challenges to project managers and organizations striving to build successful project teams. Global project challenges include cultural, leadership, and stakeholder challenges (Zuofa & Ochieng, 2014). Aarseth et al. (2014) stated that project managers' main challenge is managing the external stakeholders in the global project.

Risk Management

By exercising good risk management strategies, project managers can be successful in project implementation (Didraga, 2013; Jin, Zhang, & Yang, 2012). Shepherd, Haynie, and Patzelt (2013) stated that corporate entrepreneurship most often entails the pursuit of new products, services, ventures and represents a mechanism by which organizations adapt, rejuvenate, and grow. However, entrepreneurial project failure rate is high due to uncertainty in the work environment (Gulten & Ruszczynski, 2015). The high failure rate of entrepreneurial projects has enduring implications for the project team members and, by extension, the organization. Chang (2013) proposed the use of incentives to motivate contractors to reduce the risk of projects failing to meet cost budget. Risk management is the key factor when considering and selecting projects (Lee & Baby, 2013). Kutsch, Browning, and Hall (2014) investigated the gap between risk management and actual practice in the IT industry. Kutsch et al. (2014) used eleven

global computer services for the study and focused on the incidents in their organizations. The researchers found there was lack of knowledge that risk exists, or the risk is knowable, and decision makers failed to act in good time. The researchers' findings showed that project managers focused on familiar, measurable, favorable, noncommittal, and controllable risks while ignoring other risks that jeopardized projects performance. Project managers should think outside the box on management of risks by putting more effort to identify and mitigate risks in good time (Liu & Wang, 2014).

Alignment of Project Management with Business Strategy

Managers of organizations tend to integrate project management into their organizational management system and try to find the best way for the improvement of project management skills. Business leaders need strategies to improve project performance all over the world. In the literature research, some researchers have discussed a global perspective to the problem of alignment of projects to business strategy and have made valuable contribution to the study of alignment (McAdam, Hazlett, & Galbraith, 2013; Mohamed & Jones, 2014; Poveda-Bautista, Doris, Baptista, & Garcia-Melo, 2012). Alignment is the degree to which a project contributes to the business strategy (Rijke et al., 2014). Alignment involves making all the elements of the company (people, processes, technologies, and projects) consistent with the organizational objectives. According to McAdam, Hazlett, and Galbraith (2013), alignment ensures that everyone in the organization work towards achieving strategic goals. The work of Alsudiri et al. (2013) showed that companies having strong alignment

between the business strategy and the PM show successful projects outcome, while the companies that have mismatch alignment show less successful projects outcome.

The consequences of misalignment of project management processes and business strategies include (a) poor profitability, (b) loss of market share and reputation, (c) increased turnover of management and workforce, (d) lower productivity, (e) higher costs, (f) project delays, and (g) more divisive and costly litigation between customers and contractors (McAdam, Hazlett, & Galbraith, 2013). Business leaders and managers achieve a competitive advantage through the use of project portfolio management (PPM), and project support office (PSO), or project management office (PMO) (Wysocki, 2014)

Project, Program, and Portfolio Management

A growing number of managers in organizations are using projects to implement new products, processes, and other types of change to maintain a competitive advantage (Teller, Kock, & Germunden, 2014). Because business leaders tend to run several projects concurrently, project portfolio management is a key competence to adjust to environmental changes and maintain competitive advantages (Smith & Sonnenblick, 2013). Project portfolio management refers to the set of managerial activities that are required to manage a collection of projects and programs needed to achieve strategic business objectives (Parker, Verlinden, Nussey, Ford, & Pathak, 2013). Project portfolio management (PPM) is the concept of focusing on the selection and management of a set of projects to meet specific business objectives (Martinsuo, 2013). Business leaders use a competitive strategy to do better than other competitors do. Project risk managers aim at reducing the likelihood of project failure (Zeynalian, Trigunarsyahz, & Ronagh, 2013).

According to Ajjan, Kumar, and Subramaniam (2013), managers should manage risk in project portfolios, and adopt a perspective that is wider than the individual project risk

The importance of aligning a project or portfolio with the organization's mission statement and key strategic initiatives is to remain competitive in ever changing business environment (Ajjan, Kumar, & Subramaniam, 2013; Gutierrez, 2014). Most project managers in public and private sectors organizations are interested in the PPM and influence to reaching of organizational strategic goals (Fiala, Arlt, & Arltova, 2014). Managing an organizational project requires that project managers compete for scarce resources including (a) labor, (b) finances, (c) time, and (d) equipment (Zschocke, Mantin, & Jewkes, 2014). Since there are usually not enough resources to carry out every proposed project, selecting the right projects for an organization is critical to ensure a maximum return on selected projects (Soderlund & Muller, 2014). Business managers create business processes and models to shorten the life cycle of products such as the Stage-Gate model. Managers could turn time to market new products (speed to launch) into a competitive advantage. Stage-Gate basic elements include (a) product leadership, (b) high-performance teams, (c) customer driven focus, (d) robust solutions, (e) accountability, (f) alignment discipline, and (g) speed and quality (Poveda-Bautista, Doris, Baptista, & Garcia-Melo, 2012). The five proven success ingredients of the Stage-Gate that built in the organizational DNA are customer focus, upfront activities, tough decisions, truly cross-functional teams, and top management involvement. Ernesto (2014) explored the importance of evaluating and selecting new ideas in project portfolio management (PPM) and concluded PPM decision makers experience ambiguity when

selecting and evaluating projects. Menke (2013) stated that improving PPM is benchmarking PPM performance against best practices and improving those practices that fall below best practice standards. Successful innovation projects lead to innovative products; therefore, executive management should encourage the improvement of project management through the promotion of the PPM.

Project Support Office

A project support office (PSO) or project management office (PMO) is a temporary or permanent group of an organization that provides a set of service to support project teams across the organization (Wysocki, 2014). PMO managers oversee the implementation of the portfolio projects (Hjelmbrekke, Laedre, & Lohne, 2014). The PMO services consist of (a) project support, (b) consulting and mentoring, (c) methods and standards, (d) software tools, (e) training, and (f) project management resources (Schultze, 2013). PSO have five levels of growth maturity which include initial, repeatable, defined, managed, and optimized (Neverauskas & Railaite, 2013). In the initial stage, there are processes, tools, and ad-hoc support to project managers. There is no formal project management training from the PSO. In the repeatable stage, a partially documented project management process is available along with monitoring and control responsibility. In the defined stage, a fully documented project management process is available and recognized by senior management. A formal PSO established, staffed, and given the responsibility of ensuring enterprise-wide usage of the methodology. In the managed stage, the organization is viewing project management as a critical success factor where training and professional development is available for project managers. In

the optimized stage, the PSO becomes the critical component of a continuous quality-improvement program for project management (Wysocki, 2014). According to Neverauskas and Railaite (2013), PPM helps managers to assess organization's current maturity level or identify areas for improvement. Also, PPM links organizational success with project, program and portfolio management best practices. Project management maturity leads to project success (Albrecht & Spang, 2014), and executive managers generate innovation within the organization through supporting projects to turn concepts into products (Dumay, Rooney, & Marini, 2013). Phansawadhi (2012) examined how to estimate the future worth of potential projects and assets in the dimension of profitability metric. One of the most important decisions that managers of organization would have to make is how to select and manage successfully potential projects and assets (Papadopoulos, 2015). The other decision is the financial goals of the organization. Phansawadhi (2012) opined that managers could use the evaluation model to predict almost 80% of the project failures and almost 75% of the project success. Business leaders and managers should use appropriate technique in selecting projects for the survival of firms and the success of projects

Summary of Review on Project Alignment

Edoho (2015) posited that misalignments between public policy domains with policies promoting entrepreneurship in Nigeria stifle business innovation and expansion. As a result, misalignment of policies affects adversely job creation and poverty alleviation. Strategic realignments of various policy dimensions and programs are

important in developing micro, small, and medium enterprises. Furthermore, realigning policies could help the survival of entrepreneurship in Nigeria.

In Venezuela, Garcia-Melon, Poveda-Bautista, and Valle (2015) reported that the complex phase process for organizations is strategy implementation and the main reason for the complexity is the failure of the project team to align business strategy and project portfolio management. Garcia-Melon et al. (2015) proposed a relative alignment index methodology (RAI) that uses analytic network process (ANP) as a tool for prioritization of a projects portfolio for alignment with the company strategic objectives. The strategic objectives depend on the short, medium and long-term prospects of the power corporation. The use of the RAI values could enable corporation managers to allocate resources on the projects portfolio that promotes the improvement of social management and community relations. The other advantage of the alignment model is the creation of economic, social and environmental values. Researchers may find useful application of the RAI methodology in the case study for the power corporation to achieve the challenges of setting strategic directions common to all emerging companies.

In Canada, the concept of alignment gained acceptance in the field of project and construction management. According to Herazo, Lizarralde, and Paquin (2012), business leaders using sustainable development principles to align corporate strategies (vision, mission, and objectives) with day-to-day individual projects demonstrated improved performance. Herazo et al. (2012) studied the relationship between strategic management, tactical management, and sustainable development, and found out that sustainable development was a facilitator in the alignment process between project management and

business strategy. Even though their investigation was in a single organization (three projects), the result of the study demonstrated that project managers used the results to understand the influence of sustainable development in both strategic and tactical decision-making.

In Germany, Kaiser, El Arbi, and Ahlemann (2014) reported that effective strategy implementation depends on the organization's structural alignment with the needs of project portfolio management. Kaiser et al., (2014) case study on German construction industry found out that integration of strategy implementation, organizational information processing, and structural adaptation techniques align project portfolio with strategic goals. Using the strategic information, managers should establish a close link between strategy and project portfolio management processes to implement project strategies.

In Middle East, the concept of alignment between strategy (portfolio) and organization structure gained acceptance in one global project-based organization. Petro and Gardiner (2015) examined the factors that affect the success of the project portfolio and the effectiveness of project portfolio management in project-based organizations. The project manager influences the project success and the project portfolio management (PPM) effectiveness in the project-based organization. Petro at al. (2014) demonstrated that a dichotomy appears between the product strategy and the organization structure with the effect on performance though researchers have investigated organizational structural factors and the effects on project success. Project manager's authority, and responsibility and steering committee involvement are important factors for business success. A

significantly strong relationship exists between the project managers influence on the organization structure and project success.

Transition

Section 1 of this study focused on alignment strategies that some project managers used to improve the performance of projects. The section contains the background of the problem, the problem and purpose statements, the nature of the study, the research and interview questions, conceptual framework, operational definitions, assumptions, limitations, delimitations, the significance of the study and review of the academic and professional literature. The HK (policy development) and alignment strategies provided the foundation for this study. Section 2 included the purpose statement, the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection technique, data organization techniques, data analysis, and reliability and validity. In Section 3, I presented the study findings, application to professional practice, and implication for social change, recommendations for action and future research, reflections, and a conclusion to the study.

Section 2: The Project

The second section of this study provides information about my role as the researcher, the purpose of the study, and the criteria for selecting study participants. Section 2 also contains a discussion of the research project and an explanation of various research methods and design approaches, including a highlight of the multiple case study design considerations. I address the reasons for choosing a qualitative method and a multiple case study design to explore effective strategies project managers used to align project management processes with business strategies to improve project performance. In addition, there was a discussion of the population and sampling, the process of ensuring ethical research, and the tools used during the data organization, collection, and analysis process. Furthermore, Section 2 also includes an explanation of how I ensured reliability and the validity of the study's findings.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies project managers used to align project management processes with business strategies to improve project performance. The target population was eight business leaders selected from two organizations because they have successfully aligned telecommunication project management processes and business strategies to increase telecommunications project performance in Juba, South Sudan. Business leaders might use the alignment strategies for long-term decision making to improve the performance of projects, and as a result, offer employment opportunities for the South Sudan citizens, thereby contributing to positive social change. The data from this study could help project managers' plan and

execute community rural development projects in road construction when designing and erecting telecommunication infrastructure such as mast and towers across South Sudan.

Role of the Researcher

The researcher is the primary instrument for the research process (Anyan, 2013). A qualitative researcher is involved in all stages of the study that include designing, conducting interviews, transcription, analysis of data, verification, and reporting the findings and themes (Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014). I was the primary instrument for the research process in the study. I selected the study participants, conducted interviews, and managed the interview process by interacting freely with participants to build trust so that the participants shared their experiences. Boyd et al. (2013) stated that researchers should approach the research study with an open mind. The researcher should know the scope of the study and understand the central concepts and issues relevant to the research (Arnarboldi, 2013; Brewis, 2014). I was familiar with the research area on project misalignments having worked in South Sudan for 7 years in business development and project management departments. In addition, I had the experience working with a diverse project team to improve project performance in South Sudan.

The relationship between a qualitative researcher and participants in a qualitative study may raise ethical concerns and dilemmas such as respect for privacy, mistrust, dishonesty, and misinterpretations (Mealer & Jones, 2014). Some important ethical concerns in qualitative research include (a) anonymity, (b) confidentiality, and (c) informed consent (Sanjari et al., 2014). I reviewed the Belmont Protocol Report (U.S.

Department of Health and Human Services, 1979), and completed the National Institutes of Health (NIH) web-based training course (see Appendix A) for compliance with ethical standards and protection of human research participants. A research ethic review exists to ensure that the researcher protects the research participants' standpoints and well-being in the research process (Alby & Fatigante, 2014). I protected the confidentiality of the research participants by using alphanumeric codes. I used alphanumeric codes of PM1 to PM8 for the eight participants and CM1 andCM2 for the two companies under study to maintain privacy and confidentiality.

Qualitative researchers must be aware of the potential bias when conducting research and interpreting results (Malone, Nicholl, & Tracey, 2014). Qualitative researchers should be aware of their values and predispositions and acknowledge them as inseparable from the research process. Recognizing personal bias enables the researchers to better understand the viewpoint of others (Marshall & Rossman, 2016). Bracketing is the process used to minimize personal bias and influence during research (Tufford & Newman, 2012). I used bracketing to mitigate my personal bias and influence during the study.

An interview protocol serves as a procedural guideline for directing new qualitative researchers through the interview process (De Ceunynck, Kusumastuti, Hannes, Janssens, & Wets, 2013). Furthermore, interview protocol follows the interview questions with a step-by-step instruction guide to the interview process (Brown et al., 2013). I used the interview protocol (see Appendix B) that included what I said before, during, and after the interviews.

Participants

A qualitative researcher participates in the design of the study and selects participants who have experienced the phenomena and can articulate their experiences (Sanjari et al., 2014). A researcher's role is to select participants who are qualified with the research question (Bowden & Galindo-Gonzalez, 2015; Cairney & St Denny, 2015). Nathan, Braithwaite, and Stephenson (2014) stated that participants in the study should have the experience and competence to answer interview questions. The participants in the study should have the competence to answer the overreaching research question (Tam et al., 2015). A qualitative researcher should select a sample of participants who can provide rich information about a phenomenon that affects positive change in the lives of others (Rossetto, 2014). I selected the participants based on the following eligibility criteria: (a) successfully aligned project management processes and strategies with company's business strategies and objectives, (b) serving as senior project manager, (c) serving as the program or portfolio manager, (d) serving as functional manager, and (e) worked in South Sudan a minimum of 3 years in telecommunication companies.

A qualitative researcher gains access to participants through professional associations (Aluwihare-Samaranayake, 2012; Barker, 2013). Beskow, Check, and Ammarell (2014) stated that qualitative researchers access participants through personal contacts with participants. In addition, researchers access participants through a gatekeeper (Yin, 2014). A gatekeeper is the initial contact for the researcher and leads the researcher to other participants (Yin, 2014). The strategies for gaining access to eight business leaders from two telecommunication companies was through two gatekeepers in

a professional association event in Juba, South Sudan and I used the two gatekeepers to gain access to other research participants.

Anyan (2013) stated that researchers must establish trust with participants, and minimize power dynamics with interviewees. Qualitative researchers should engage in active, supportive listening to develop rapport and encourage in-depth discussion with participants (Rossetto, 2014; Tam et al., 2015). I engaged participants in active and support listening, and paraphrased interview questions to develop rapport and encourage in-depth discussion throughout the interview process. I sent an introductory letter to the business leaders explaining the purpose of the study, criteria for selecting participants, and the benefits of the study.

Qualitative researchers select individuals who have an understanding of the central phenomenon in the study (Emerson, 2015; Yin, 2014). A qualitative researcher selects participants who are qualified with the research question (Bowden & Galindo-Gonzalez, 2015). The eligibility criteria for participants are business leaders and project managers who have successfully used strategies to align project management processes with business strategy in South Sudan.

Research Method and Design

Research Method

There are three types of research approaches: quantitative, qualitative, and mixed methods (Marshall & Rossman, 2016). Researchers need to select a research method suitable for answering their research questions (Fassinger & Morrow, 2013). Researchers use qualitative research method to describe the essence of participants' experience of a

phenomenon, using the open-ended questions seeking the conscious experience of participants (Gringeri, Barusch, & Cambron, 2013). Yilmaz (2013) stated that conducting research in a natural setting, and relying on the researcher are part of the characteristics of qualitative research method. In a research similar to this study, Alsudiri et al. (2013) justified the use of a qualitative multiple case study to explore factors that led to misalignment between project management and the business strategy in the telecommunication industry in Saudi Arabia. To accomplish the goal of my study, I selected the qualitative method as the most appropriate approach for the study.

A quantitative researcher relies on closed-ended questions either dealing with validation or disaffirmation of the tested hypothesis in social justice (Cokley & Awad, 2013). Yin (2014) stated that quantitative researchers answer questions about relationships among measured variables with the purpose of explaining, predicting, or controlling a phenomenon. The quantitative researcher is more objective but lacks the in-depth detail of qualitative researcher (Frels & Onwugbbuzie, 2013). Researchers use a quantitative research method to examine the relationship between dependent and independent variables and to show cause and effect (Caruth, 2013). I did not select the quantitative method because the purpose of the study was not to test the hypothesis or to examine the relationship between the variables.

Mixed methods researchers use both the qualitative and quantitative research methods in the same research inquiry (Christ, 2013). Researchers use the mixed method in developing rich perceptions into various phenomena of interest that they cannot fully understand using a quantitative or a qualitative method (Green et al., 2015). Some

researchers use mixed method approach when there is a lack of qualitative or quantitative data to understand the research problem (Venkatesh, Brown, & Bala, 2013; Zachariadis, Scott, Barrent, 2013). I did not select the mixed method research because of the quantitative component, which requires testing of hypotheses or variables.

Research Design

Some principal types of qualitative designs are case studies, narrative, phenomenological, and ethnographic (Bernard, 2013). Case study approaches are appropriate in complex situations where researchers strive to understand and improve business practice (Seboni & Tutesigensi, 2015). Yin (2014) explained that the use of case study research incorporates observations, information from individuals, data, and artifact analysis about the issue. Case studies are ideal for understanding organizational, and business processes as these processes vary across institutional contexts, thus requiring specific approaches to inquiry (Ates, 2013). Qualitative case studies involve focusing on either a single case or multiple cases (Tsang, 2014; Vohra, 2014). Vohra (2014) stated that single case study design contains no element of comparison, while multiple case study design involves cross-case analysis of different cases. The multiple case study design was the appropriate approach for this study to establish whether the findings of the first case occurred in other cases and, as a result, need to compare findings for all cases.

Phenomenological researchers explain a phenomenon that occurs in business as related to individuals in describing their experiences (McGowan, 2013). Phenomenological research studies focus on the perception of people on a particular phenomenon through lived experiences (Khan, 2014; Moustakas, 1994). I did not select a

phenomenological approach because the purpose of the study was not to describe the lived experiences of the people around a specific phenomenon.

The other qualitative research approaches, which included ethnography and narrative approaches, did not align with the intent of this study. An ethnography research design is suitable for exploring the cultural characteristics of selected groups of individuals in understanding the social interaction within the group (Cincotta, 2015). The use of ethnography research approach is only suitable for the study when collecting data over an extended period of a shared culture (Murthy, 2013). I did not select ethnographic research because the study was not to explore the shared culture of individuals within a group. The use of narrative research approach is appropriate in exploring the lives of individuals and telling the stories of the studied individuals (Cruz & Higginbottom, 2013). However, the focus of this study was not to explore the lives of participants to tell stories. The focus of this study is to explore the strategies project managers use to align project management processes with business strategy to improve the performance of the project.

The attainment of data saturation is significant in qualitative research (Morse, 2015). Fuss and Ness (2015) explained that researchers reach data saturation when there is no new information emerging from interviewing participants. Yin (2014) explained that qualitative researchers could reach data saturation with a sample size between five and 50 participants. I ensured data saturation by continuing to interview participants until no new themes and information emerged with additional interviews.

Population and Sampling

The population for this study was eight project managers from two telecommunication companies who had successfully aligned project management processes and business strategies to improve project performance in Juba, South Sudan. Purposeful sampling is useful and widely used to identify and select participants with experience about a phenomenon under study (Palinkas et al., 2013). Purposeful sampling used in qualitative research when the researcher selects individuals who inform an understanding of the research problem and central phenomenon in the study (Yin, 2014). Emerson (2015) explained that purposive sampling is suitable for selecting participants who have knowledge about a phenomenon and can communicate their experience. Marshall and Rossman (2016) further stated that qualitative researchers decide who should participate in a case study. I used a purposeful sampling method to identify and select eight participants from two telecommunication companies for this study.

Qualitative researchers study a few cases and collect extensive data about each case (Almutairi, Gardener, & McCarthy, 2014). Hyat (2013) posited that small samples selected are desirable than a larger sample that may or may not contributes to the purpose of the study. Yin (2014) opined that researchers might interview a small number of participants to obtain an in-depth understanding of the research issues, analyze interview responses thoroughly, and categorize themes easily. Qualitative researchers could use a sample size of between five and 50 participants (Yin, 2014). I selected a sample of eight telecommunication project managers in this multiple case study from two companies with extensive knowledge on aligning project management processes with business strategy.

The achievement of data saturation is significant while doing research (Marshall & Rossman, 2016). Fusch and Ness (2015) stated that qualitative researchers reach data saturation when there is no new information from additional qualitative interviews. Yin (2014) explained that qualitative researchers could reach data saturation with a sample size between five and 50 participants. I interviewed eight telecommunication project managers and conducted member checking to obtain data saturation. I ensured data saturation by continuing to interview participants until no new information from additional qualitative data interviews was available.

Researchers select study participants based on convenience and availability of the participants (Palinkas et al., 2014). Professionals acquire experience with continuous development (Spengler & Pilipis, 2015). Similarly, having the experience and competence to answer interview questions is part of the prerequisites for participation in qualitative research (Elo et al., 2014). I selected the participants based on one of the following eligibility criteria: (a) serving as senior project manager, (b) serving as the program or portfolio manager, (c) serving as functional manager, and (d) working in South Sudan for a minimum of 3 years. In addition, the participants had extensive experience in project management and business strategy in South Sudan for more than 3 years.

Fusch and Ness (2015) emphasized the importance of selecting quiet locations free from any distractions while conducting interviews. I held interviews with participants in a convenient location and comfortable atmosphere. Each interview took between 30 and 60 minutes.

Ethical Research

To maintain ethical standards, researchers avoid the fabrication or falsifying of data (Kelley, Belcourt-Dittloff, Belcourt, & Belcourt, 2013). Researchers should be aware of ethical issues and follow the principles of justice, respect, and beneficence (Cseko & Tremaine, 2013). The informed consent is a requirement before a researcher collects data (Beskow, Check, & Ammarell, 2014). The rationale of the consent form is to make sure the selected participants answer the overarching research question (Dekking, van der Graaf, & van Delden, 2014). I dispatched the consent forms together with introductory letters to eligible participants. The consent form covered issues such as research topic, consent to participate, research purpose, research procedures, research risk and benefits, voluntary nature of participation in the research, and confidentiality protection procedures for participants.

Researchers should respect participants' privacy and right to withdraw from a study and not place them at risk is key to the success of any study (Angelos, 2013). The consent form contained a statement that participation in the study was voluntary and respondents can withdraw during the interview process anytime (Tam et al., 2015). The participant was free to withdraw from the study before or during the interview without any explanation by information me through a phone call, in person, or in writing.

A researcher may decide whether participants may receive compensation in a study (Yin, 2014). In this study, participants received no compensation. This study was voluntary, and participants did not receive any incentives for participating in the study, but I presented participants with a final copy of the study.

Dekking, van der Graaf, and van Delden (2014) opined that researchers are responsible for the protection of the study participants that involves (a) gaining informed consent from research participants by alerting them to the nature of the study, (b) protecting participants from any harm, (c) avoiding the use of any deception in the study, (d) protecting the privacy and confidentiality, (e) taking special precautions especially vulnerable groups, and (f) selecting participants equitably so that participants volunteer in the study. I ensured the protection of the participants by striving to uphold the highest ethical standards that included having a responsibility to scholarship, avoiding deception, and treating participants fairly.

Beskow et al. (2014) stated that researchers should assure participants in the study about the security of their information. Certificate of confidentiality is an important tool for meeting the ethical and legal obligation. A qualitative researcher should have confidentiality protection in place that include (a) keeping the information solely for the study, (b) assigning a code number not linked with identifying information, and (c) deleting the participant's names as soon as the study is over. With extensive use of computers in qualitative research, more attention is how to organize and store data. I stored the data collected securely in a password-protected computer and stored in a fireproof safe for 5 years to protect the confidentiality of participants.

Institutional review boards (IRBs) apply rules and regulations to protect human research subjects regarding informed consent process, a balance of risks and benefits, and protection of participant privacy (Adams et al., 2013). Researchers gaining access to study sites and participants need to seek permission from human subjects' review boards

(Boyd et al., 2013). I sought approval for data collection from Walden University IRB before proceeding for data collection. I obtained a written approval along with the approval number 05-17-17-0360716 before sending the informed consent form to participants. Confidentiality of participants is paramount by ensuring no participants names appear in the consent form, interview form, or documented anywhere in this study (Cook, Hoas, & Joyner, 2013). I ensured no participant's name appeared anywhere in the study. I used fictional codes PM1 to PM8 for the eight participants and CM1 to CM2 for the two companies under study to maintain privacy and confidentiality.

Data Collection Instruments

In qualitative research, the researcher is the primary data collection instrument (Robinson, 2014). Other data collection approaches (forms) in a qualitative research include (a) informal interviews, (b) semistructured interviews, (c) phenomenological in-depth interviews, (d) focus groups, (e) audiovisual materials, and (f) archival documents (Marshall & Rossman, 2016). I was the primary data collection instrument in this study. Semistructured interviews are a good way for the researcher to focus on the details that address the research question (Platt & Skowron, 2013; Vogl, 2013). Semistructured interviews are a vital source of case study evidence because of human affairs (researcher-participant) interaction. Therefore, I used semistructured interviews as the primary data collection instrument to explore the alignment strategies that project managers used to improve the performance of projects.

Fusch and Ness (2015) stated that the role of the researcher is an important part of the study and researchers (such as students) assume that they have no bias in their data

collection process. The better the researcher can recognize personal view of the study and discern the presence of a personal lens, the better one can hear and interpret lived experiences of the participants (Fusch & Ness). In qualitative research, the researcher cannot separate themselves from the research (Yin, 2014). Hearing and understanding the perspective of the participants may be one of the most dilemmas that face the researcher (Fusch & Ness). I shared my personal experiences with participants in a semistructured interview to minimize personal lens and any concerns during data collection.

The use of member checking is a process of taking the final document or explicit descriptions or themes back to participants so that participants determine the accuracy of the information (Koelsch, 2013). Member checking involves conducting a follow-up interview with participants in the study and providing an opportunity for them to comment on the finding (Andraski, Chandler, Powell, Humes, & Wakefield, 2014). According to Reilly (2013), member checking is the most effective way to establish credibility in qualitative studies. I used member checking by interviewing eight participants and then shared the findings and interpretations with participants to enhance reliability and validity in data collection.

Interview protocol is a procedural guide throughout the interview process (Platt & Skowron, 2013). Researchers use interview protocol in collecting data and prompts to remind the interviewer the information she or he is interested in collecting in the study (De Ceunynck, Kusumastuti, Hannes, Janssens, & Wets, 2013). According to Brown et al. (2013), qualitative researchers use the interview protocol to assist them collect data. The interview protocol includes (a) the script of interview questions, (b) the script of

what the interviewer will say before the interview, and (c) the script of what the interviewer will say at the conclusion of the interview. I used the interview protocol listed in Appendix B as a procedural guide throughout the interview process.

Data Collection Technique

Meyer (2014) classified interviews into three types: (a) structured, (b) semistructured, and (c) unstructured interviews. A structured interviewer uses pre-formulated questions strictly regulated about the order of the questions (Yin. 2014). The second type is semistructured where the interviewer uses pre-formulated questions but no strict adherence to the questions (Yin. 2014). The third category is unstructured interviews where the interviewer uses no pre-formulated questions, and the study participants are free to talk as they wish (Yin, 2014). I used the semistructured interview approach to explore strategies project managers use to align project management processes with business strategies to improve project performance.

A semistructured data collection technique is the most appropriate means for collecting data in a qualitative research because of its usefulness to researchers in gaining insight and context on the study topic (Anyan, 2013). Researchers observe and listen to the participant's phenomenon on the study topic (Marshall & Rossman, 2016). Furthermore, researchers ask open-ended questions to probe and seek further clarification on the participants' responses in a semistructured interview (Yin, 2014). Before using semistructured interview to commence on data collection, I sought Walden University IRB approval. After the approval, I sent an invitation email to eligible participants with consent forms and interview questions to confirm willingness to participate in the study.

After collecting the signed consent forms from the participants, I set appropriate time for a face-to-face interview or telephone interview. The interview lasted between 30 and 60 minutes with each participant. During the interview, I recorded proceedings and took notes. Finally, I concluded the interview process by thanking respondents for participating and scheduling a follow-up member checking interview.

The advantages to the use of semistructured include (a) a researcher foster effective rapport with participants, (b) participants may request clarifications on unclear questions to give clear answers, and (c) interviewer may use telephone to collect data when he or she does not have direct access to participants (Marshall & Rossman, 2016). Furthermore, in a semistructured interview, researchers can modify the pre-formulated questions and order of questions to obtain the fullest responses from interviewees (Anyan, 2013). One disadvantage of a semistructured interview is that it is time-consuming in arranging the interview and analyzing data. Additional disadvantage includes researcher has to travel to interview locations and post interview for member checking (Boyd et al., 2013). Other disadvantage includes increased costs for travel and member checking (Yin, 2014).

Researchers conduct a pilot study to enhance the reliability of their data collection instrument. I did not conduct a pilot study. The main reason for a pilot study is to develop and test the research instrument (Kim, 2011; Morin, 2013). Yin (2014) stated that pilot is to refine data collection plans and develop lines of questions. I was not developing and testing a research instrument, and therefore piloting the study was not necessary.

Koelsch (2013) stated that researchers use member checking to verify the accuracy of a participant's words. Harvey (2015) explained that member checking is a process of taking ideas back to research participants for confirmation, and to gather more information on the research findings. Reilly (2013) highlighted the benefit of conducting member checks to provide the researcher a chance to confirm the accuracy and comprehensiveness of the findings for the credibility of the study. Koelsch (2013) warned researchers about the assumption of understanding the meaning of the participants without checking back with them. I conducted member checking to verify participants' responses and clarified information by e-mail or telephone conversation.

Data Organization Technique

Data organization in qualitative research involves analyzing and interpreting data (Derobertmasure & Robertson, 2014). The process of moving a mass of words to a final report is about organizing and keeping track of the text (Almutairi, Gardener, & McCarthy, 2014). Qualitative researchers use a research log to capture the key ideas presented by the participants about each of the interview questions (Glaser & Laudel, 2013; Jacob & Furgerson, 2012). With the extensive use of computers in qualitative research, data storage and handling include (a) develop backup copies of computer files, (b) develop a master list of types of information gathered, (c) protect the anonymity of participants by masking their names in the data, and (d) develop a data collection matrix as a visual means of locating and identifying information for a study (Yin, 2014). I did use NVivo 11, a computer-assisted qualitative data analysis software (CAQDAS)

program to organize the data into files and different themes based on collective responses from participants.

Recording, storing, indexing, sorting, and coding data with CAQDAS enhances the management of qualitative data (Fielding, Fielding, & Hughes, 2013). Qualitative researchers use a password-protected personal computer and external disk to store collected data (Yin, 2014). Aluwihare-Samaranayake (2012) stated that qualitative researchers store data in a fireproof safe for a minimum of 5 years. I will store data using a password-protected computer and in a fireproof safe for a minimum of 5 years.

Data organization in qualitative research involves analyzing and interpreting data (Derobertmasure & Robertson, 2014). The process of moving a mass of words to a final report is about organizing and keeping track of the text (Almutairi, Gardener, & McCarthy, 2014). Qualitative researchers use a research log to capture the key ideas presented by the participants about each of the interview questions (Glaser & Laudel, 2013; Jacob & Furgerson, 2012). With the extensive use of computers in qualitative research, data storage and handling include (a) develop backup copies of computer files, (b) develop a master list of types of information gathered, (c) protect the anonymity of participants by masking their names in the data, and (d) develop a data collection matrix as a visual means of locating and identifying information for a study (Yin, 2014). I did use NVivo 11, a computer-assisted qualitative data analysis software (CAQDAS) program to organize the data into files and different themes based on collective responses from participants.

Recording, storing, indexing, sorting, and coding data with CAQDAS enhances the management of qualitative data (Fielding, Fielding, & Hughes, 2013). Qualitative researchers use a password-protected personal computer and external disk to store collected data (Yin, 2014). Aluwihare-Samaranayake (2012) stated that qualitative researchers store data in a fireproof safe for a minimum of 5 years. I will store data using a password-protected computer and in a fireproof safe for a minimum of 5 years.

Data Analysis

According to Carter, Brayant-Lukosius, DiCenso, Blythe, and Neville (2014), data analysis involves the process of analyzing data and interpreting the meaning from participant's experience, then reducing the data into themes, and finally representing the data in a discussion. A qualitative researcher may use four types of triangulation approaches to analyze data in a case study (Heale & Forbes, 2013). The first type is data triangulation, which involves multiple sources of data utilization in an investigation (Carter et al., 2014). The second type is investigator triangulation, which involves using many evaluators to participate in observations (McGehee, Kline, & Knollenberg, 2014). The third type is theory triangulation, which includes using multiple theoretical perspectives either in conducting the research or in interpreting the data (Modell, 2015). The fourth type is the methodological triangulation, which involves using more than one method for data gatherings, such as interviews, questionnaires, observations, and documents (Manganelli et al., 2014). I used methodological and theory triangulation for this study.

Methodological triangulation is an attempt to improve the validity by combining various techniques in one study (Manganelli et al., 2014). Qualitative researchers use method triangulation (semistructured and member checking interviews) approach to reveal some important discrepancies that might have remained uncovered through reliance on one method alone (Gorissen, van Bruggen, & Jochems, 2013). Methodological triangulation is beneficial in confirming findings, more comprehensive data, and enhanced understanding of studied phenomena (Manganelli et al., 2014; Modell, 2015). I used method triangulation and specifically the combination of interviews, member checking, and observations (field notes) of strategies project managers use to align project management processes with business strategies to improve projects performance.

Data analysis is the preparing and organizing qualitative data for analysis, coding is the process of putting together extracts from interview documents related to each other into nodes, and finally representing the data in figures or discussion (Glaser & Laudel, 2013; Zamawe, 2013). Yin (2014) explained that data analysis includes coding the data, combining the codes into themes, and displaying and making comparisons in the data. I used three steps of data analysis which include (a) data organization (b) coding system to identify key themes that emerged from the interview process, and (c) representing data in a discussion or report.

A researcher uses CAQDAS to aid the data analysis process (Talanquer, 2014). Researchers should control the use of the software because no software can analyze qualitative data (Hilal & Alabri, 2013; Zamawe, 2015). I transcribed the digital recording

into a Microsoft Word document, analyzed data using the NVivo11 software tool, and focused on the key themes emerging from the interview transcript for consistency. I utilized thematic analysis to identify commonalities of the strategies that project managers use to align project management processes with business strategies to improve project performance. I correlated the key themes emerging from the interviews with the literature and the conceptual framework to address the research questions to achieve the main purpose of the study.

Reliability and Validity

Reliability

In qualitative research, reliability relates to the quality of the findings (Grossoehme, 2014). Ensuring the reliability in qualitative research requires the researcher to make a good judgment about the accuracy of the methods used and the integrity of the data interpretation (Noble & Smith, 2015). Reliability reflects the use of appropriate procedures for ensuring quality and consistency in data interpretations (Woolcock, 2013; Yin, 2013). I used appropriate procedures to ensure quality and consistency in data interpretation.

Dependability. According to Anney (2014), qualitative researchers should address dependability concerns to avoid false study findings and ensure stability of findings over time. Most qualitative researchers use member checking, transcript review, and triangulation to address the dependability issues of their study (Fusch & Ness, 2015; Merwe, 2014). Improving the dependability of research findings include (a) documenting the process of data collection and interpretation, (b) explaining the strategy used for the

study, (c) explaining the selection of participants, and (d) articulating the roles of the researcher (Yin, 2013). In addition, improving dependability involves describing the process of data organization, coding, and data representation (Elo et al., 2014). Furthermore, the use of member checking improves the dependability of the study in which the participants receive the final document or explicit descriptions or themes so that the participants determine the accuracy of the information (Koelsch, 2013). I ensured dependability in this study by documenting the sequences of data process and analysis, member checking, and triangulation.

Validity

In qualitative research, validity refers to the accuracy of the findings (Venkatesh et al., 2013). The findings of the qualitative research are credible when the findings represent the accurate interpretation of the participants' experiences (Elo et al., 2014). To ensure validity in a qualitative study, a researcher must address issues relating to credibility, transferability, and confirmability (Yin, 2014). Reaching data saturation will help assure the credibility, transferability, and confirmability of the findings (Fusch & Ness, 2015). In this section, I discussed how to address credibility, transferability, and confirmability issues to attain data saturation and enhance the validity of the study findings.

Credibility. Credibility refers to the trustworthiness, or the believability by the participants in the study (Cope, 2013). The findings of the qualitative researcher are credible when the findings represent an accurate interpretation of human experiences that people who share the same experience could recognize (Elo et al., 2014). Additionally, a

researcher can strengthen the credibility of a qualitative study with prolonged engagement on data collection site, triangulation, peer debriefing, and member checking (Noble & Smith, 2015). I used member checking to enhance the accuracy of the findings by taking interpreted finding to the research participants to verify the accuracy of their words.

Confirmability. Confirmability in research is the extent that the results of the study are a product of the research and not the researcher's bias (Elo et al., 2014). Researchers use reflexivity to disclose their personal experiences and biases that could influence the study (Sherry, 2013). Researchers can achieve confirmability in a qualitative research after addressing the value, consistency, and applicability of the study (Noble & Smith, 2015). To ensure confirmability of this study, I documented the notes regarding personal feelings, biases, and insights immediately after each interview.

Transferability. Transferability is another criterion researchers use to ensure the validity of the qualitative study. To ensure transferability of the findings of qualitative research to other contexts or settings, researchers need to describe in details the research context and the assumptions central to the research (Elo et al., 2014). Burchett, Mayhew, Lavis, and Dobrow (2013) stated researchers using case studies tend to emphasis a particular program, the context, and experience of the participants to provide an in-depth exploration of the phenomenon, and not because of its transferability. Yin (2014) urged qualitative researchers to provide rich, descriptive explanations of collected data to allow external readers to interpret findings and to apply transferability of the studies. I described the background of the research phenomenon and assumptions thoroughly.

Additional descriptions included asking participants to provide truthful and candid responses about alignment strategies they use to improve project performance. Furthermore, I described the criteria for participation in this study, which include having more than 3 years of project management experience.

Data Saturation. The achievement of data saturation is significant in qualitative research (Morse, 2015). Fuss and Ness (2015) explained that researchers reach data saturation when there is no new data, no new themes, and information emerging from interviewing participants. Yin (2014) explained that qualitative researchers could reach data saturation with a sample size between five and 50 participants. I ensured data saturation by continuing to interview participants until no new themes and information emerge with additional interviews.

Transition and Summary

Section 2 of this study contains a narrative on the purpose statement, the role of the researcher, participants, research method and design, population and sampling, and ethical research. Other contents of Section 2 included data collection instrument and technique, data organization techniques, data analysis, and reliability and validity. In Section 3, I presented the findings, application to professional practice, implications for social change, recommendations for action and further research, reflections, and conclusion.

Section 3: Application to Professional Practice and Implications for Change

Section 3 of this study contains an overview of the purpose of the study and the overarching research question. Furthermore, Section 3 of this study contains an introduction and presentation of the findings, application to professional practice, implications for social change, and recommendations for action and further research. I concluded with my reflections of the experiences of doctoral study journey.

Introduction

The purpose of this qualitative multiple case study was to explore the strategies project managers in Juba, South Sudan used to align project management processes with business strategies to improve project performance. Eight project managers participated in this study and provided the primary data to answer the overarching research question. Other secondary sources of data included literature and archival documents review. Thematic analysis of participants' responses to the interview questions and company documents review, I identified four themes: (a) effective communication among project stakeholders, (b) stakeholder engagement in project management processes, (c) competence of project manager in leadership decisions, and (d) executive commitment and support to project team. Findings from this study indicated that project managers use a combination of strategies to align project management processes with business strategies to improve project performance.

Presentation of the Findings

The overarching research question of this study was: What strategies do project managers use to align project management processes with business strategy to improve

project performance? According to Silvius, Kampinga, Paniagua, and Mooi (2017), business leaders who use sustainable development principles to align corporate strategies (vision, mission, and objectives) with day-to-day individual projects demonstrated improved business performance. Many researchers have demonstrated that aligning project management processes with business strategy may bring great benefits to an organization (Carvalho & Rabechini, 2017; Kivila, Martinsuo, & Vuorinen, 2017; Martens & Carvalho, 2017). The results from these studies show the benefits of alignment of project management processes with business strategy that include (a) increased revenue, (b) lowered costs, (c) reduced project completion times, and (d) increased project quality. In the following subsections, I present the four themes that emerged from thematic analysis of the participants' responses to the interview questions, literature review, and archival documents.

Theme 1: Effective Communication among Project Stakeholders

The first theme that emerged from analyzed data was that effective communication among project stakeholders enhanced project success. During the interviews, all participants acknowledged using effective communication strategy to align project management processes with business strategy to improve project performance. Analysis of interview data indicated that PM1#CM1, PM2#CM2, PM3#CM1, PM4# CM1, PM5#CM1 and PM6#CM2 used effective communication that had a positive effect on project performance. PM1#CM1 said, "We have the regular communication that is communicating on project updates and the scope where we have so far reached." PM2#CM1 affirmed the importance of effective communication and posited, "You have

to sell the idea and convince them so that they can release the funds, your strategy should convince the board so that they see how much and return to the project you are doing." Participant PM3#CM1's response on strategies used when implementing projects aligning with business strategy, indicated, "Communication is very important, you have to exchange ideas and speak out. Communication is one of the strategies. If you have good communication, the project will run successfully." PM4#CM1 said:

> I will say the key thing is the communication of business strategy like my case the 5-year strategic plan was properly communicated and all staff were taken through the plan and were told the milestones that are supposed to happen within a certain period 1-5 year and then the goals were set. The individual projects are supposed to be communicated properly, staff implements projects, able align themselves and how fit in the big projects.

I reviewed some CM1's and CM2's project charter and project procedures manuals. The project charter had an element of communication between the assigned project manager and the person authorizing the project. PM5#CM1 and PM6#CM2 used effective communication to monitor and control projects ensuring alignment with business strategy. PM5#CM1 stated, "You always have to communicate with experts involved in the design and the contractors working on the project." PM6#CM2 stated, "If you have proper tools like laptop and proper communication tool you can easily communicate with your team and you achieve project timelines." The participants' statements aligned with the information sharing among the project stakeholders improved project performance.

PM1#CM1's, PM2#CM1's, PM3#CM1's, PM4#CM1's, PM5#CM1's and PM6#CM2's statements are consistent with the findings of van der Hoorn et al. (2017) and Oppong et al. (2017) that project managers use effective communication to align project management processes with business strategy to improve project performance. Scholars and practitioners posited that project managers should ensure effective communication and knowledge sharing among the project stakeholders (Ahmed, 2016; Banihashemi, Hossini, Golizadeh, & Sankaran, 2017; Oppong, Chan, & Dansoh, 2017; Petro & Gardiner, 2015). The results from these studies show that scholars and practitioners emphasized that effective communication is a major strategy that project managers could use to align project management processes with business strategy to improve project performance.

The findings on effective communication among stakeholders supports the tenets of HK, as stated by Akao (1991), that business leaders and senior managers connect with other employees through vertical and horizontal communication, where the implementation team deploys and aligns goals set by the executives to achieve organizational vision (Su & Yang, 2015). The four proponents of HK are (a) focused selection of organizational priorities, (b) involvement of all employees, (c) the use of proven planning and improvement tools, (d) and the application of a rigorous review process (Nicholas, 2016; Su &Yang, 2015). People at different levels of various departments communicate with each other through participatory dialogue (catch ball). Participatory dialogue is a two-way, top-down and bottom-up communication process where people turn the few priorities into objectives, identifying and monitoring progress,

and making decisions. In this study, the participants (PM1#CM1, PM2#CM1, PM3#CM1, and PM5#CM1 have used effective communication to align project management processes with business strategies to improve project performance.

Corporate leaders should establish effective communication between their customers, suppliers, employees, and host government for business sustainability (Aarseth, Ahola, Aaltonen, Okland, & Bjorn, 2017; Strand & Freeman, 2015). According to Oppong et al. (2017), effective communication is an essential internal factor that influences project performance and project managers' choice of a given practice, technique, or tool. Quik, Wright, and Herjanto (2013) posited that CNL software system assists learners and experts to communicate within a contextual framework to resolve problems and to improve product or process knowledge. Through this study, business leaders and managers must use effective communication among project stakeholders to improve project performance. Applied to this study, all participants' responses supported Aarseth et al. (2017), Eskerod and Vaagaasar (2014) and Oppong et al.'s (2017) assertions on the need for project managers establish continuous communication between stakeholders to align project management processes with business strategies for business sustainability.

Theme 2: Stakeholder Engagement in Project Management Processes

The second theme that emerged from the analyzed data was that stakeholder engagement in project management processes improved project performance. Five participants (PM1#CM1, PM2#CM1, PM3#CM1, PM4#CM1, and PM8#CM2) asserted that they engaged project stakeholders to align project management processes with

business strategies to improve project performance. The participants employed various methods (such as project status reports) on a timely basis to engage stakeholders. These five participants engaged stakeholders when developing, implementing, and monitoring and controlling projects. PM1#CM1 stated, “Engagement with stakeholders is very important, we bring stakeholders into the common start meeting to inform them of the aim of the project and the expected results from the project.” PM3#CM1 said:

> Okay, I would say that before you start a project, you need to have stakeholders together and they should understand the benefits of the project before you can kick off the project. Bring the people together, and they should sit and understand how the project will be done, the role of the project and benefit to them. If they have an understanding, it is easier to align it with business strategies.

Participant PM4#CM1’s responding on strategies to use when developing projects aligning with business strategy stating, “One has to involve the stakeholders who allocate resources to the project. In short, one has to align the project plan with the company strategic plan.” Responding to strategies used to monitor and control projects ensuring alignment with business strategy, PM3#CM1 said, “After initiating and planning, you involve stakeholder (users) when you are implementing so that when we have a final product, they should not complain that they were not part of the team.” PM8#CM2 noted the need for project managers to consult with other stakeholders after initiating a project. In response on the challenges to developing, implementing, and monitoring the processes for aligning business strategies with project practices, PM2#CM1 said, “Now during implementation, you find there is a delay because departments are not cooperating. So,

you have to call them and engage them to help you run the project because projects have limited timelines; otherwise you will not succeed."

CM1's project charter consists of the following elements (a) high-level project description and boundaries, (b) high-level risks, (c) assigned project manager, and (d) name of the person authorizing the project. Participants PM1#CM1, PM2#CM1, PM3#CM1, PM4#CM1, and PM8#CM2 attested that stakeholders' engagement is an essential strategy to ensure alignment between project management processes and business strategies. Several project managers highlighted the importance to consider the cooperation of stakeholders to mitigate risks during the project management groups (Martens & Carvalho, 2017; Yu et al., 2017). The participants' responses echoed the study of Aarseth et al. (2017), who identified management of stakeholder as a good business strategy for aligning project management processes with business strategies. By engaging stakeholders in project management, project managers create a shared understanding of the success criteria for the project (Aarseth et al., 2017; Oppong et al., 2017).

The finding that stakeholder engagement in project management processes improved the project performance aligned with HK, the conceptual framework for this study. Researchers agreed that HK approach has four iterative phases: (a) focus, (b) alignment, (c) implementation, and (d) review (Ahmed, 2016; Nicholas, 2016; Chiarini, 2016). Theme 2 is a reflection of HK's tenet of alignment. Alignment involves the effort of making everyone in the organization agree on the few priorities from phase one (focus) and makes actionable and measurable plans (de Silveira et al., 2017; Su & Yang, 2015).

As applied to this study, business leaders and senior managers must focus on a few key medium-term priorities or breakthrough objectives based on the organization's vision and long-term strategy. By focusing on a few important objectives, it is easier for the project implementation team to transform the organization by having realistic plans taking into account the dynamic internal and external business environment.

Stakeholders are individuals or groups who influence business outcomes and include shareholders, customers, employees, communities, financiers, suppliers, and the public (Eskerod & Vaagaasar, 2014; Oppong et al., 2017; Yu et al., 2017). Global project challenges include cultural, leadership, and stakeholder challenges (Melander et al., 2017; Zuofa & Ochieng, 2014). Aarseth et al. (2017) stated that project managers' main challenge is managing the external stakeholders in the global project. PM1#CM1, PM2#CM2, PM3#CM1, PM4# CM1, PM5#CM1, and PM6#CM2 stated that telecommunications companies have both internal and external stakeholders. The participants' agreed that several departments such as business, marketing and sales, IT, finance, human resource, PMO, networking department, operation, and planning should support project team. The project manager must manage several internal and external stakeholders besides his project to execute the project objectives. As applied to this study, five participants' responses echoed Aarseth et al. (2017), Oppong et al (2017), and Yu et al.'s (2017) assertions on the need for project managers establish regular engagement with stakeholders to align project management processes with business strategies for business sustainability.

Theme 3: Competence of Project Manager in Leadership Decisions

The third theme that emerged from analyzing the data obtained from participants was the competency of the project manager in project leadership decisions. The theme of competence of project manager in making leadership decisions emerged from analyzed interview data and member checking. All participants recognized the significance of having competent project managers for effective monitoring and reporting of project implementation to align project management processes with business strategies. PM3#CM1 said, "We have project team who can understand the scope of the project and know how to handle the project so that they will be able to run the project successfully." In response to the critical success factors considered when aligning projects management processes with business strategies, PM3#CM1 stated, "The main critical success factor is funding, human resources, and competence of project team members." The project manager affects the project success. PM2#CM1, said:

> There will be a delay in the project for instance approval for funds though allocated. Project Manager (PM) is not following the funds there will be delay of the project. PM does not cooperate he will end up creating disharmony. In proper monitoring, project manager has to be active following day to day activities and updating everything to the management.

In response on the strategies to use to implement projects ensuring alignment with business strategy, PM2#CM1, PM5#CM1, and PM8#CM2 stated that the competence of the project manager is important in implementing projects. PM2#CM1 stated, "During execution of the project, all depends on the competency of the project team in ensuring

efficient budget and resource monitoring and reporting to management." PM5#CM1 said, "In project implementation, you look at the competence of the project team, if they are competent, you are given the go ahead." PM8#CM2's response illustrated the need for project managers to have knowledge of "The budget and project activities and follow the plan without deviating in any way." PM8#CM2, stated,

> I forgot to mention that project manager should be involved in strategy development or sit in meeting of projects. The company business plan can be well implemented if the project manager are given business skills. Most technical personnel engineers think about the project in terms of technical specifications but fail on the competency of the soft skills like leadership.

All participants acknowledged the need for project managers and team to have adequate competence in monitoring and controlling project. According to the participants, people is the major strategy they use to monitor and control projects to ensure alignment with business strategy. Vendors and contractors affect the project alignment as well as the implementation of the company business strategy. PM1#CM1 acknowledged using people, project managers, and supervisors to monitor projects while PM2#CM1 stated, "Have the tool to enable the team on the ground to update so that you can monitor the project." PM3#CM1 and PM6#CM2 noted that project team meets regularly to monitor the progress of the project and PM4#CM1 said, "One must have the experience to review and make improvements on other similar related projects." PM5#CM1 opined that supervision is a major means of monitoring noting "You always have experts involved in the design is a must." PM7#CM2 and PM8#CM2's responses

acknowledged that project managers should be competent on project management software and plan to identify and mitigate risks.

Responding to the challenges of developing, implementing, and monitoring the processes for aligning business strategies with project practices, PM2#CM1 said, “So what’s happening if you don’t have the right resource selection then you might have project delaying, you must correct immediately.” PM6#CM2 stated, “If you do have an unqualified team, it will make the delay of the project.” PM1#CM1 said, “Project manager make a project to succeed or fail” and PM3#CM1 remarked, “Project manager and the team are most important part of the project, they must have a team who understand the project for it to be successful.” PM4#CM1 stated, “So basically, if the project manager is not in control, the project will not progress properly and same with the project team, the guys working with him.” PM5#CM1 outlined some skills and competencies of a project manager, “Project manager must be a leader who knows the challenges beforehand, understands what the project is all about, and have divergent skills. Attitude is key. Motivation is key to the people. How much you support the team with training.” PM6#CM2 echoed that “Attitude is very important” and PM7#CM2 said, “Project manager should have a skilled team with project-oriented skills.”

All participants recognized the importance of teamwork, attitude, honesty, interpersonal skills, team motivation, and good working environment. PM5#CM1 stated, “Project manager should go with the positive team and use the motivation skills.” PM7#CM2 said, “The way you push the project depends on the team’s interpersonal

skills." PM8#CM2 opined, "The project team should offer support to the project manager by doing their work properly."

The participants indicated the importance of having leadership skill and explained how the skill contributed to the alignment of project management processes with business strategy. Chang (2013) proposed the use of incentives to motivate contractors to reduce the risk of projects failing to meet cost budget. The consequences of misalignment of project management processes and business strategies are the divisive and costly litigation between customers and contractors (McAdam, Hazlett, & Galbraith, 2013). According to Oppong et al. (2017), project stakeholders are hard to manage specifically in the construction sector. Project managers lack well-functioning strategies, plans, methods, or processes that engage project stakeholders (Oppong et al., 2017). If the PM team is not managing the vendors and contractors properly, they will damage the company's reputation since they provide the telecommunication equipment, construct the infrastructure, and do most of the telecommunication work (Alusdiri et al., 2013). Vendors who are unprofessional regarding project management and expertise will not contribute positively to the company's business strategies (Alusdiri et al., 2013). The project managers' leadership decisions using the soft skills are important in the alignment of the project with business strategies and help to link the project with the company's business plans or their competitive advantages (Engelbrecht, Johnston, & Hooper, 2017). As applied to this study, all participants' responses echoed Engelbrecht, Johnston, and Hooper (2017) statement on the competence of project manager to the alignment of project management processes with business strategies.

Theme 3 findings are relevant to HK tenet of implementation. HK approach has four iterative phases: (a) focus, (b) alignment, (c) implementation, and (d) review (Ahmed, 2016; Nicholas, 2016; Chiarini, 2016). The implementation teams are empowered to manage action and schedule activities. The implementation team narrows the gap between strategy formulation, implementation, and tracking the progress of the agreed initiatives. The senior management passes the baton to the middle managers, who in turn pass down the initiatives to the employees (Su & Yang, 2015). Senior managers use the review process to understand the success and progress of the executing teams (de Silveira et al., 2017). The review phase is a detailed analysis and audit performance against key performance indicators, processes, and outcome goals (Nicholas, 2016). In this study, all participants' responses echoed Chiarini's (2017) and de Silveira et al.'s (2017) assertion on the influence of project managers' and team competence on project success

The project management team is responsible for project success as its immediate goal (Berssaneti & Carvalho, 2015; Satankar & Jain, 2015; van der Hoorn & Whitty, 2017). Petro and Gardiner (2015) demonstrated that project manager's authority, responsibility, and steering committee involvement are important factors for business success. Five participants (PM1#CM1, PM2#CM1, PM3#CM1, PM4#CM1, and PM8#CM2) stated that the project manager must understand the business profile because it serves as a guide for all other project management activities and ensures the project is worth the investment. As applied to this study, all participants' responses echoed van der

Hoorn et al.'s assertions on the influence of project managers' and team competence on project success for business sustainability.

Theme 4: Executive Commitment and Support to Project Team

The fourth theme that emerged from the analyzed data was that executive commitment and support to project team improved project performance. The five participants (PM1#CM1, PM2#CM1, PM3#CM1, PM4#CM1, and PM8#CM2) recognized the power that the executives have for solving many problems that affect the implementation of the company's business strategies that are out of the project team control. The participants attested the business executives' support for strategically executing the project aligning with business long-term vision. PM2#CM1 stated,

> When you are initiating a project, first of all, you have to plan everything for the board to approve or the top management to approve your budget. The project will not move, or rather it will not take off. You have to sell the idea and convince them so that they can release the funds. Your strategy should be to convince the board to see how much to spend and the return on investment from the project.

PM3#CM1opined, "Involve top management because they make decisions and involve from top management to the bottom." PM3#CM1 further said, "Lack of project management office makes the execution of project very difficult, and the senior managers need to set an office that coordinates projects." One of the other project manager, PM4#CM1, explained the importance of top management commitment in aligning project management processes with business strategies. PM8#CM2 stated,

> Before planning, we have to initiate to the top management for the approval. After the approval by the top management then we put up the infrastructure whereby we need to put together the material budget and plan to get the right contractor sometimes we are forced to outsource a vendor to do the work depending on the environment.

All participants acknowledged that corporate executive commitment was critical to their ability to overcome some of their challenges involving financing, political, environmental, government legislation, skilled work force, and electricity supply. Business executives address most of the challenges that project team face. PM1#CM1 stated, "Sometimes the project budget is skewed due to inflation and political instability. But with executive support, you will still implement the project." PM8#CM2 illustrated that having executive support, "We get expatriates to impart knowledge and develop skills of local members of the project team."

Research findings from literature support the study results that executive commitment and support to project team improved project success. Most corporate executives involve project managers in strategy development because (a) understanding the business strategy, project managers could influence the implementation of the business strategy positively, (b) adding practical inputs and feedback to the strategy, and (c) involving the project manager in the strategy development helps to build an effective work environment (Alsudiri et al., 2013; Silvius et al., 2017). Executive managers generate innovation within the organization through supporting projects to turn concepts into products (Dumay, Rooney, & Marini, 2013). All participants expressed the desire for

the business executives to involve project managers in the development process of the company's business strategies. PM4#CM1 said, "To be able to develop projects to align with the business strategy plan, you have to be involved in developing the strategic plan." PM8#CM2 remarked, "Then if you decide to go ahead with the project then business executives have to involve project managers in business strategy development." PM4#CM1 and PM8#CM2's assertions supported the study of Alsudiri et al., who identified the importance of senior executives involving project managers in developing business strategies. All participants interviewed acknowledged that business executives demonstrated great understanding and support for the project management team through the provision of the project management tools. All participants acknowledged using Microsoft Office Project software to improve project performance. As applied in this study, all participants attested to the executive commitment to achieve alignment of project management processes with business strategies.

Chiarini (2016) opined that senior managers use HK to gain more control of cross-functional management and align strategic and operational goals to ensure sustained business success. Specifically, Akao (1991) urged business leaders and executives have used HK tenets of focus, alignment, implementation, and review to identify competing priorities or strategic goals (Akao, 1991; de Silveira et al., 2017). Corporate executives have successfully translated long-term policy into annual plans to achieve significant improvements in business results (Chiarini, 2016). As applied to this study, all participants' responses echoed Chiarini's (2016) and de Silveira, et al.'s (2017)

assertions on the need for executive commitment to align project management processes with business strategies to improve project performance.

Company executives affect the implementation of the business strategy because they are the sponsors of projects and have the power to enhance the project management processes (Alsudiri et al., 2013). According to van der Hoorn and Whitty (2017), executives reconcile different views amongst the project team and with stakeholders to enable project delivery for business sustainability. Silvius et al. (2017) posited that corporate executives under present sustainable principles in the decision-making processes compared to the triple constraint of time, cost, and quality. All the participants' agreed that business executives with corporate strategy people have the advantage to study and prepare for the telecommunication market trend and the evolving technologies. Executive commitment to projects plays a vital role in the realization of more sustainable business practices. Applied in this study, all participants attested to use executive commitment to align project management processes with business strategies for business sustainability.

Applications to Professional Practice

The identification of strategies that project managers use to align project management processes with business strategies is crucial to project performance and enterprise sustainability. The United States based Project Management Institute (PMI) has its guide on project management body of knowledge (PMBOK® Guide, 2013). The 10 PMI's knowledge areas are project scope, time, cost, integration, risk, quality, communications, human resources, procurement, and stakeholder management. Project

managers should take into account the ten knowledge areas while planning, implementing, monitoring and controlling, and reviewing projects. Alsudiri et al. (2013) identified alignment strategies that business leaders use to align projects with business strategies. The alignment strategies include: (a) effective communication, (b) competence of the project manager and team, (c) involvement of the project manager in strategy development, and (e) executive commitment. Other alignment strategies are organization structure type, customer or stakeholder involvement in product development, and supplier or partner involvement in the product development (Confonto et al., 2014). The results from this study could contribute information sharing, collaboration, and teamwork among telecommunication industry project managers seeking strategies for aligning project management processes with business strategies to improve project performance. Business leaders may use data from this study to improve project performance, thereby reducing waste and increasing profits for organizations.

Business leaders and managers measure the success of the project within the constraints of scope, time, quality, resources, and risk (PMI, 2013; Silvius, Kampinga, Paniagua, & Mooi, 2017). Oppong, Chan, and Dansohn (2017) reported that business leaders determined project success based on cost, time, and quality requirements (axiom triangle) and concluded that there is more to be done especially involving all stakeholders in the project. Engelbrecht, Johnston, and Hooper (2017) stated that project managers measure metrics at the project level by defining a set of performance measures and identifying key performance indicators. Based on the study findings, the most significant contribution to professional practice may be the identification of potential alignment

strategies project managers' use to align project management processes with business strategies to improve project performance. Project management professionals may use the findings of the study in aligning their project management processes with business strategies to improve project performance.

Kujala, Brady, and Putila (2014) identified several challenges in performing cost management including (a) cost estimation, (b) cost control and monitoring, (c) revenue recognition, (d) profitability analysis, and (e) margin calculation. Other challenges business leaders and managers encounter include (a) waste of time, money, and opportunity, (b) diminished productivity, (c) de-motivation of individuals and teams, (d) internal conflicts and power struggles, and (e) ultimate project failure (Khedhaouria, Montani, & Thurik, 2017; Shepherd, Haynie, & Patzelt, 2013; Shepherd, Patzelt, Williams, & Warneke, 2014). The participants identified the challenges affecting alignment of project management processes with business strategies. Some of the challenges include (a) people management, (b) skewed finance, (c) government legislation demands, (d) project changes by the client, and (e) dynamic environment due to insecurity. The findings may help potential business leaders and project managers become conversant with the potential challenges that may affect alignment of project management processes with business strategies to improve project performance and adequately prepare in advance.

According to Van der Hoorn and Whitty (2017), managers should align project management processes with business strategies to ensure that everyone in the organization work towards achieving strategic goals. Alsudiri et al. (2013) demonstrated

that companies having strong alignment between the business strategy and project management achieve successful projects outcome while companies that have mismatch alignment show less successful projects outcome. Garcia-Melon, Poveda-Bautista, and Valle (2015) reported that complexity in strategy implementation is due to the failure of project team to align business strategy with project portfolio management. Study findings may assist project managers and project team to bridge the knowledge gap on strategies and best practices for aligning project management processes with the long-term organizational goals to improve project performance.

Implications for Social Change

South Sudan is facing widespread poverty and a high rate of unemployment (Longfield, 2015). Petro at al. (2014) opined that project manager's authority, responsibility, and steering committee involvement are important factors for business success. Harengel and Gbadamosi (2013) posited that South Sudan is a post-crisis nation faced with socio-economic problems. As illustrated in my findings, the alignment of project management processes with business strategy might assist project managers to improve project performance and continue to provide job opportunities to the local communities.

Aarseth et al. (2017) stated that project managers' main challenge is managing the external stakeholders in the global project. The performance of projects could improve individuals, communities, organizations, institutions, cultures, or societies in South Sudan whereby sustainable projects could offer employment opportunities to the local people. Communities may benefit from this study through improved infrastructures built by

telecommunication managers employing best business practices and effective strategies improved from project alignment with business strategy. Communities also tend to benefit from project success because organizational leaders respond quickly to societal needs when they do not overrun their costs and time on many projects.

Entrepreneurial project failure rate is high due to uncertainty in the work environment (Gulten & Ruszczynski, 2015). The high failure rate of entrepreneurial projects has enduring implications for the project team members and the organization (Gulten & Ruszczynski). Pospisila and Besancenot (2014) stated that deep economic mistrust issues and social relations among the ethnic groups in South Sudan affect growth and cohesion in South Sudan. With improved project performance, business leaders in telecommunication companies could collaborate with government agencies, NGOs, and private sector to reduce poverty, create jobs, and ensure economic development of the country.

Chang (2013) proposed the use of incentives to motivate contractors to reduce the risk of projects failing to meet cost budget. The consequences of misalignment of project management processes and business strategies are the divisive and costly litigation between customers and contractors (McAdam, Hazlett, & Galbraith, 2013). Dube (2014) stated that in an increasingly fluid work environment, workers often find themselves in a state of transition and should adapt to rapid changes. The telecommunication companies will pay more tax and perform their corporate social responsibilities by assisting the community leaders with the provision of social amenities such as schools, hospitals, libraries, roads, and housing for the local communities.

Recommendations for Action

Alignment of project management processes with business strategies is crucial to project performance. Managers should align project management processes with business strategies to ensure that everyone in the organization work towards achieving strategic goals (McAdam et al., 2013; Silvius et al., 2017). Some of the study participants (PM7#CM2 and PM3#CM1) claimed that project managers are not involved in business strategy development. For effective project performance, project managers should participate in the process of developing the company's business strategies. The project manager must understand the business profile because it serves as a guide for all other project management activities and ensures the project is worth the investment (PMI, 2013). I recommend that senior managers should encourage business strategy people to involve project managers during the development of business strategies.

To improve project performance, project managers should align project management processes with business strategies (Keeys & Huemann, 2017). The consequences of misalignment of project management processes and business strategies are the divisive and costly litigation between customers and contractors (Edoho, 2015). Garcia-Melon, Poveda-Bautista, and Valle (2015) proposed the use of incentives to motivate contractors to reduce the risk of projects failing to meet cost budget. The project manager should be proficient in vendor and contractor management to avoid damage to company's reputation and goodwill (van der Hoorn & Whitty, 2017). The project manager should emphasize communication and knowledge sharing among the project

team (Khedhaouria, Montani, & Thurik, 2017). I recommend that project manager should have adequate knowledge and competency to lead the project team.

Business executives and corporate strategy people study the telecommunication market trend and evolving technologies (Alsudiri et al., 2013). Uncertainty in the work environment could lead to high entrepreneurial project failure rate (Gulten & Ruszczynski, 2015). I recommend that business leaders should update the project management team on any changes in the telecommunication market because of the dynamic market competition and emerging technological innovations.

Project managers face challenges while attempting to align project management processes with business strategies to improve project performance. Global project challenges include cultural, leadership, and stakeholder challenges (Zuofa & Ochieng, 2014). Establishing good communication linkages between a company and customers, suppliers, employees, and the host governments are important for the success of the company (Eskerod & Vaagaasar, 2014; Strand & Freeman, 2015). Aarseth et al. (2017) stated that project managers' main challenge is managing the external stakeholders in the global project. I recommend that project managers should consider the internal and external factors in all phases of the project to identify and mitigate risks. I will disseminate the results of this study to various stakeholders through knowledge sharing in my place of employment, presentations in conferences, publications in business journals, and training seminars.

Recommendations for Further Research

The aim of this study was to explore strategies project managers use to align project management processes with business strategies to improve project performance. Researchers have investigated the strategies project managers use to improve project performance (Alsudiri et al., 2013; Confonto et al., 2014; Keeys et al., 2017). A significant challenge for novice researchers is organizing the participants' responses into themes to gain an in-depth understanding of the study phenomenon (Morsea, Lowerya, & Steurya, 2014). I recommend further study involving research experts with diverse knowledge in project management and business strategy development in other industry to compare results and conclusion from the telecommunication sector.

The study was a limited cross-sectional, qualitative, multiple case study involving two telecommunication companies in Juba, South Sudan, which is a new nation currently ongoing a civil war. I recommend future researchers should explore longitudinal study, quantitative or mixed methods in different geographical locations with stable developing economies. Furthermore, this research was limited to two telecommunication companies. The use of larger or smaller sample size might generate different themes (Robinson, 2014). Further studies should involve more telecommunication companies for comparing the findings.

Reflections

The purpose of this qualitative multiple case study was to explore the strategies project managers use to align project management processes with business strategies to improve project performance. In conducting this study, I realized that project managers

might require a variety of strategies to align project management processes with business strategies to improve project performance. From the research findings, I obtained an in-depth understanding of the research problem and realized that project managers use various strategies to align project management processes with business strategies to improve project performance. My reflection on the experiences within the doctoral study process made me gain a better understanding and knowledge of research process which positively changed my personal biases and preconceived ideas and values. Conducting my doctoral study research improved my understanding and knowledge of the academic research work.

Using the purposive sampling technique, I was able to select eight telecommunication project managers who had relevant knowledge and experience to answer the research question. The qualitative research method enabled me to conduct semistructured interviews and provided me with the opportunity to interact with the participants. My interactions with the participants improved my self-confidence, emotional intelligence, communication, and interpersonal skills. By conducting semistructured interviews at participants' current environment, the respondents expressed themselves freely, which enabled me to gain an in-depth understanding of the strategies project managers uses to align project management processes with business strategies to improve project performance.

During the interviews, I realized that most participants are in charge of their projects and conversant with project management but not trained on project management processes. The participants' responses to the interview questions enabled me to

understand project managers use similar strategies to align project management processes with business strategy to improve business performance. The participants who had different perspectives of the interview questions were delighted to share their knowledge and experience, which enabled me to gain to understand the research problem. The study findings changed my personal biases, and preconceived ideas and values on the approaches project managers use to align project management processes with business strategy to improve project performance because I have gained knowledge and understanding from eight participants.

Conclusion

The misalignment of the project management processes with business strategies results in project delays and cost overruns. Some project managers in the telecommunication companies lack strategies for aligning project management processes with business strategies to improve project performance. Although there are studies conducted on project alignment (Engelbrecht, Johnston, & Hooper, 2017; van der Hoorn & Whitty, 2017), researchers have limited knowledge about why project misalignment occurs with repercussions of cost overruns and project delays. Few researchers have focused on alignment of project management processes with business strategies to improve project performance through the theoretical lens of HK.

The aim of this qualitative multiple case study was to use HK theory as a lens to explore strategies project managers in the telecommunication companies use to align project management processes with business strategies to improve project performance. I used open-ended questions to conduct semistructured interviews with eight project

managers to collect data to answer the research question. Four themes emerged from thematic analysis of data indicating strategies telecommunication project managers in South Sudan use to align project management processes with business strategies to improve project performance. The themes are: (a) effective communication among project stakeholders, (b) stakeholder engagement in project management processes, (c) competence of project manager in leadership decisions, and (d) executive commitment and support to project team.

The findings of the study may assist project managers to plan, execute, monitor and control, and strategically close the project. The findings of the study may lead to proper project alignment and successful project outcome, which may assist business leaders and managers in the telecommunication companies in responding to opportunities in highly competitive markets. The use of HK tenets of *focus, alignment, implementation,* and *review* in analyzing the two case studies involving telecommunication companies may fill a gap in the literature. The findings support the conclusions by other scholars on the importance and benefits of aligning project management processes with business strategies. Some of the benefits include increased revenue, lowered costs, reduced project completion times, and increased project quality.

References

Aaltonen, K. (2013). The establishment of legitimacy: The case of international projects. *International Journal of Managing Projects in Business*, *6,* 13-35. doi:10.1108/17538371311291008

Aarseth, W., Ahola, T., Aaltonen, K., Okland, A., & Bjorn, A. (2017). Project sustainability strategies: A systematic literature review. *International Journal of Project Management, 35,* 1037-1051. doi:10.1016/j.ijproman.2016.11.006

Aarseth, W., Rolstadas, A., & Andersen, B. (2014). Managing organizational challenges in global projects. *International Journal of Managing Projects in Business*, *7,* 103-132. doi:10.1108/IJMPB-02-2011-0008

Adams, P., Wongwit, W., Pengsaa, K., Khusmith, S., Fungladda, W., Chaiyaphan, W., & Kaewkungwal, J. (2013). Ethical issues in research involving minority populations: The process and outcomes of protocol review by the ethics committee of the faculty of tropical medicine, Mahidol University, Thailand. *BMC Medical Ethics*, *14*(1), 1-11. doi:10.1186/1472-6939-14-33

Ahmed, H. O. K. (2016). A proposed systematic framework for applying hoshin kanri strategic planning methodology in educational institutions. *European Scientific Journal*, *12*, 158-194. doi:10.19044/esj.2016.v12n16p158

Ajjan, H., Kumar, R., & Subramaniam, C. (2013). Understanding differences between adopters and nonadopters of information technology project portfolio management. *International Journal of Information Technology & Decision Making*, *12*, 1151-1174. doi:10.1142/S0219622013400129

Akao, Y. (1991). *Hoshin kanri: Policy deployment for successful TQM*. Cambridge, MA: Productivity Press.

Albrecht, J. C., & Spang, K. (2014). Linking the benefits of project management maturity to project complexity. *International Journal of Managing Projects in Business*, *7*, 285-301. doi:10.1108/IJMPB-08-2013-0040

Alby, F., & Fatigante, M. (2014). Preserving the respondent's standpoint in a research interview: Different strategies of 'doing' the interviewer. *Human Studies*, *37*, 239-256. doi:1007/s10746-013-9292-y

Algeo, C. (2014). Exploring project knowledge acquisition and exchange through action research. *Project Management Journal*, *45*(3), 46-56. doi:10.1002/pmj.21417

Allen, M., Alleyne, D., Farmer, C., McRae, A., & Turner, C. (2015). A framework for project success. *Journal of IT and Economic Development*, *5*, 20-29. Retrieved from http://www.gsmi-ijgb.com/

Almutairi, A. F., Gardner, G. E., & McCarthy, A. (2014). Practical guidance for the use of pattern-matching technique in case-study research: A case presentation. *Nursing & Health Sciences*, *16*, 239-244. doi:10.1111/nhs.12096

Alsudiri, T., Al-karaghouli, W., & Eldabi, T. (2013). Alignment of large project management process to business strategy. *Journal of Enterprise Information Management*, *26,* 596-615. doi:10.1108/JEIM-07-2013-0050

Aluwihare-Samaranayake, D. (2012). Ethics in qualitative research: A view of the participants' and researchers' world from a critical standpoint. *International Journal of Qualitative Methods*, *11*, 64-81. doi:10.1177/160940691201100208

Andraski, M. P., Chandler, C., Powell, B., Humes, D., & Wakefield, S. (2014). Bridging the divide: HIV prevention research and black men who have sex with men. *American Journal of Public Health*, *104*, 708-714. doi:10.2105/AJPH.2013.301653

Angelos, P. (2013). Ethical issues of participant recruitment in surgical clinical trials. *Annals of Surgical Oncology*, *20*, 3184-3187. doi:10.1245/s10434-013-3178-0

Anney, V. N. (2014). Ensuring the quality of the findings of qualitative research: Looking at trustworthiness criteria. *Journal of Emerging Trends in Educational Research and Policy Studies*, *5*(2), 272-281. Retrieved from http://jeteraps.scholarlinkresearch.com

Anyan, F. (2013). The influence of power shifts in data collection and analysis stages: A focus on qualitative research interview. *The Qualitative Report*, *18*(18), 1-9. Retrieved from http://www.nova.edu/sss/QR/index.html

Applebaum, M. (2012). Phenomenological psychological research as science. *Journal of Phenomenological Psychology*, *43*(1), 36-72. doi:10.1163/156916212x632952

Arena, M., Azzone, G., Cagno, E., & Trucco, P. (2014). A model for operationalizing ERM in project-based operations through dynamic capabilities. *International Journal of Energy Sector Management*, *8*, 178-197. doi:10.1108/IJESM-09-2012-0008

Arnarboldi, M. (2013). Consultant-researchers in public sector transformation: An evolving role. *Financial Accountability & Management Journal*, *29*, 140-160. doi:10.1111/faam.12008

Asan, S. S., & Tanyas, M. (2007). Integrating hoshin kanri and the balanced scorecard for strategic management. A case study of higher education. *Total Quality Management*, *18*, 999-1014. doi:10.1080/14783360701592604

Ates, O. (2013). Using case studies for teaching management to computer engineering students. *International Journal of Business and Management*, *8*(5), 72-81. doi:10.5539/ijbm.v8n5p72

Banihashemi, S., Hossini, M. R., Golizadeh, H., & Sankaran, S. (2017). Critical success factors (CSFs) for integration of sustainability into construction project management practices in developing countries. *International Journal of Project Management, 35,* 1103-1119. doi:10.1016/j.ijproman.2017.01.014

Barker, M. (2013). Finding audiences for our research: Rethinking the issue of ethical challenges. *Journal of the Communication Review*, *16*(1/2), 70-80. doi:10.1080/10714421.2013.757504

Barnwell, D., Nedrick, S., Rudolph, E., Sesay, M., & Wellen, W. (2014). Leadership of international and virtual project teams. *International Journal of Global Business*, *7*(2), 1-8. Retrieved from http://www.gsmi-ijgb.com/

Bernard, H. R. (2013). *Social research methods: Qualitative and quantitative approaches* (2nd ed.). Thousand Oaks, CA: Sage.

Berssaneti, F. T., & Carvalho, M. M. (2015). Identification of variables that impact project success in Brazilian companies. *International Journal of Project Management*, *33*, 638-649. doi:10.1016/j.ijproman.2014.07.002

Bertels, H.M., Koen, P. A., & Elsum, I. (2015). Business models outside the core.

Lessons learned from success and failure. *Research-Technology Management*, *58*, 20-29. doi:10.5437/08956308X5802294

Beskow, L. M., Check, D. K., & Ammarell, N. (2014). Research participants' understanding of and reactions to certificates of confidentiality. *AJOB Primary Research*, *5*(1), 12-22. doi:10.1080/21507716.2013.813596

Bhat, S., Gijo, E. V., & Jnanesh, N. A. (2014). Application of lean six sigma methodology in the registration process of a hospital. *International Journal of Productivity and Performance Management*, *63*, 613-643. doi:10.1108/ijppm-11-2013-0191

Bowden, C., & Galindo-Gonzalez, S. (2015). Interviewing when you're not face-to-face: The use of email interviews in a phenomenological study. *International Journal of Doctoral Studies*, *10*, 79-92. Retrieved from http://ijds.org/Volume10/IJDSv10p079-092Bowden0684

Boyd, W. E., Parry, S., Burger, N., Kelly, J., Boyd, W., & Smith, J. (2013). Writing for ethical research: Novice researchers, writing, and the experience of experiential narrative. *Creative Education*, *4*(12A), 30-39. doi:10.4236/ce.2013.412a1005

Brady, T., & Davies, A. (2014). Managing structural and dynamic complexity: A tale two projects. *Project Management Journal*, *45*(4), 21-38. doi:10.1002/pmj.21434

Brewis, J. (2014). The ethics of researching friends: On convenience sampling in qualitative management and organization studies. *Journal of British Management*, *25*, 849-862. doi:10.1111/1467-8551.12064

Bronius, N., Bakinaite, L., & Meiliene, E. (2013). Contemporary approach to the

possibility of project's success increase. *Economics and Management*, *18*, 829-836. doi:10.5755/j01.em.18.4.5710

Brown, D. A., Lamb, M. E., Lewis, C., Pipe, M., Orbach, Y., & Wolfman, M. (2013). The NICHD investigative interview protocol: An analogue study. *Journal of Experimental Psychology: Applied*, *19*, 367-382. doi:10.1037/a0035143

Burchett, H. E., Mayhew, S. H., Lavis, J. N., & Dobrow, M. J. (2013). When can research from one setting be useful in another? Understanding perceptions of the applicability and transferability of research. *Health Promotion International*, *28*, 418-430. doi:10.1093/heapro/das026

Burinskeinea, A., & Pipiriene, V. (2014). The comparison on trade enterprises. *Procedia-Social and Behavioral Sciences*, *110*, 267-275. doi:10.1016/j.sbspro.2013.12.870

Cairney, P., & St Denny, E. (2015). Reviews of what is qualitative research and what is qualitative interviewing. *International Journal of Social Research Methodology*: *Theory and Practice*, *18*(1), 117-125. doi:10.1080/13645579.2014.957434

Carter, N., Bryant-Lukosius, D., DiCenso, A., Blythe, J., & Neville, A., J. (2014). The use of triangulation in qualitative research. *Oncology Nursing Forum*, *41*, 545-547. doi:10.1188/14.ONF.545.547

Caruth, G. D. (2013). Demystifying mixed methods research design: A review of the literature. *Mevlana International Journal of Education*, *3*(2), 112-122. doi:10.13054/mije.13.35.3.2

Carvalho, M. M., & Rabechini, R. J. (2017). Can project sustainability management impact project success? An empirical study applying a contingent approach.

International Journal of Project Management, 35, 1120-1132. doi:10.1016/j.ijproman.2017.02.018

Chang, C. (2013). The principal agent model of risk allocation in construction contracts and its critique. *Journal of Construction Engineering and Management*, *140*(1), 1-9. doi:10.1061/(ASCE)CO.1943-7862.0000779

Chau, V. S., & Witcher, B. J. (2005). Longitudinal tracer studies: Research methodology of the middle range. *British Journal of Management*, *16*, 343-355. doi:10.1111/j.1467-8551.2005.00459.x

Check, D. K., Wolf, L. E., Dame, L. A., & Beskow, L. M. (2014). Certificates of confidentiality and informed consent: Perspectives of IRB chairs and institutional legal counsel. *IRB: Ethics and Human Research*, *36*(1), 1-8. doi:10.1038/gim.2014.102

Chiarini, A. (2016). Corporate social responsibility strategies using the TQM: Hoshin kanri as an alternative system to the balanced scorecard. *The TQM Journal*, *28*, 360-376. doi:10.1108/TQM-03-2014-0035

Chipulu, M., Ojiako, U., Gardener, P., Williams, T., Mota, C., Maguire, S., Shou, Y., Stamati, T., & Marshall, A. (2014). Exploring the impact of cultural values on project performance: The effects of cultural values, ages and gender on the perceived importance of project success/failure factors. The *International Journal of Operations & Production Management*, *34*, 364-389. doi:10.1108/IJOPM-04-2012-0156

Christ, T. W. (2013). The worldview matrix as a strategy when designing mixed methods

research. *International Journal of Multiple Research Approaches*, *7*, 110-118. doi:10.5172/mra.2013.7.1.110

Cincotta, D. (2015). An ethnography: An inquiry into agency alignment meetings. *Journal of Business Studies*, *7*(1), 95-106. Retrieved from http://alliedacademies.org/Public/Default.aspx

Cokley, K., & Awad, G. H. (2013). In defense of quantitative methods: Using the "master's tools" to promote social justice. *Journal for Social Action in Counseling and Psychology*, *5*(2), 26-41. Retrieved from http://jsacp.tumblr.com/

Confonto, E.C., Salum, F., Amaral, D. C., Silva, S. L., & Almeida, L. F. M. (2014). Can agile project management be adopted by industries other than software development? *Project Management Journal*, *45*(3), 21-34. doi:10.1002/pmj.21410

Cook, A. F., Hoas, H., & Joyner, J. C. (2013). The protectors and the protected: What regulators and researchers can learn from IRB members and subjects. *Narrative Inquiry in Bioethics*, *3*(1), 51-65. doi:10.1353/nib.2013.0014

Cope, D. G. (2014). Methods and meanings: Credibility and trustworthiness of qualitative research. *Oncology Nursing Forum*, *41*, 89-91. doi:10.1188/14.ONF.89-91

Cruz, E. V., & Higginbottom, G. (2013). The use of focused ethnography in nursing research. *Nurse Researcher*, *20*, 36-43. doi:10.7748/nr2013.03.20.4.36.e305

Cseko, G., & Tremaine, W. (2013). The role of the Institutional Review Board in the oversight of the ethical aspects of human studies research. *Nutrition in Clinical Practice*, *28*, 177-181. doi:10.1177/0884533612474042

Cwiklicki, M., & Obora, H. (2011). Hoshin kanri: Policy management in Japanese subsidiaries based in Poland. *Business, Management, and Education*, *9*, 216-235. doi:10.3846/bme.2011.15

David T. B., & Christopher J. F. (2014). The coming stability? The decline of warfare in Africa and implications for international security. *Contemporary Security Policy*, *35*, 421-445. doi:10.1080/13523260.2014.963967

De Carvalho, M. M. (2014). An investigation of the role of communication in IT projects. *International Journal of Operations and Production Management*, *34*, 36-64. doi:10.1108/IJOPM-11-2011-0439

De Ceunynck, T., Kusumastuti, D., Hannes, E., Janssens, D., & Wets, G. (2013). Mapping leisure shopping trip decision making: Validation of the CNET interview protocol. *Quality and Quantity*, *47*, 1831-1849. doi:10.1007/s11135-011-9629-4

De Silveira, W. G., de Lima, E. P., da Costa, S. E. G., & Deschamps, F. (2017). Guidelines for hoshin kanri implementation: Development and discussion. *Production, Planning & Control, 28,* 843-859. doi:10.1080/09537287.2017.1325020

Dekking, S. A., van der Graaf, R., & van Delden, J. J. (2014). Strengths and weaknesses of guideline approaches to safeguard voluntary informed consent of patients within a dependent relationship. *BMC Medicine*, *12*(1), 1-11. doi:10.1186/1741-7015-12-52

Deng, F., & Smyth, H. (2013). Contingency-based approach to firm performance in

construction: Critical review of empirical research. *Journal of Construction Engineering and Management*, *139*, 1-15. doi:10.1061/(ASCE)CO.1943-7862.0000738

Derobertmasure, A., & Robertson, J. E. (2014). Data analysis in the context of teacher training: Code sequence analysis using QDA miner(R). *Quality and Quantity*, *48*, 2255-2276. doi:10.1007/s11135-013-9890-9

Didraga, O. (2013). The role and the effects of risk management in IT project success. *Informatica Economica*, *17*, 86-98. doi:10.12948/issn14531305/17.1.2013.08

Doloi, H. (2013). Cost overruns and failure in project management: Understanding the roles of key stakeholders in construction projects. *Journal of Construction Engineering and Management*, *139*, 267-279. doi:10.1061/(ASCE)CO.1943-7862.0000621

Drohomeretskia, E., da Costa, S. E. G., de Lima, E. P., & Garbuio, P. A. R. (2014). Lean, six sigma and lean six sigma: An analysis based on operations strategy. *International Journal of Production Research*, *52*, 804-824. doi:10.1080/00207543.2013.842015

Dube, L. (2014). Exploring how IT professionals experience role transitions at the end of the successful projects. *Journal of Management Information Systems*, *31*, 17-45. doi:10.2753/MIS0742-1222310102

DuBois, M., Hanlon, J., Koch, J., Nyatuga, B., & Kerr, N. (2015). Leadership styles of effective project managers: Techniques and traits to lead high performance teams. *Journal of Economic Development, Management, IT, Finance and Marketing*,

7(1), 30-46. Retrieved from: http://www.gsmi-ijgb.com/

Dumay, J., Rooney, J., & Marini, L. (2013). An intellectual capital-based differentiation theory of innovation practice. *Journal of Intellectual Capital*, *14*, 608-633. doi:10.1108/JIC-02-2013-0024

Edoho, F. M. (2015). Entrepreneurship and social economic development: Catalyzing African transformation in the 21st century. *African Journal of Economic and Management Studies*, *6*, 127-147. doi:10.1108/AJEMS-03-2013-0030

Elo, S., Kaariainen, M., Kanste, O., Polkki, T., Utriainen, K., & Kyngas, H. (2014). Qualitative content analysis: A focus on trustworthiness. *SAGE Open*, *4*(1), 1-10. doi:10.1177/2158244014522633

El-Sofany, H., Alwadani, H., & Amer, A. (2014). Managing virtual team work in IT projects: Survey. *International Journal of Advanced Corporate Learning*, *7*, 28-33. doi.10.3991/ijac.v7i4.4018

Emerson, R. W. (2015). Convenience sampling, random sampling, and snowball sampling: How does sampling affect the validity of research? *Journal of Visual Impairment & Blindness*, *109*(2), 164-168. Retrieved from http://http://www.afb.org/jvib/jvib_main.asp

Engelbrecht, J., Johnston, K. A., & Hooper, V. (2017). The influence of business managers' IT competence on project success. *International Journal of Project Management, 35,* 994-1005. doi:10.1016/j.ijproman.2017.04.016

Ernesto, G. (2014). Managing ambiguity when evaluating and selecting new ideas in project portfolio management. *International Journal of Innovation and*

Technology Management, *11*(5), 1-20. doi:10.1142/S0219877014500308

Eskerod, P., & Vaagaasar, A. L. (2014). Stakeholder management strategies and practices during a project course. *Project Management Journal*, *45*(5), 71-85. doi:10.1002/pmj.21447

Fassinger, R., & Morrow, S. L. (2013). Toward best practices in quantitative, qualitative, and mixed- method research: A social justice perspective. *Journal for Social Action in Counseling & Psychology*, *5*(2), 69-83. Retrieved from http://jsacp.tumblr.com/

Fellows, R., & Liu, A. M. M. (2012). Managing organizational interfaces in engineering construction projects: Addressing fragmentation and boundary issues across multiple interfaces. *Construction Management and Economics*, *30*, 653-671. doi:10.1080/01446193.2012.668199

Fiala, P., Arlt, J., & Arltova, M. (2014). Management of dynamic project portfolio. *International Journal of Innovation, Management and Technology*, *5*, 455-459. doi:10.7763/IJIMT.2014.V5.558

Fielding, J., Fielding, N., & Hughes, G. (2013). Opening up open-ended survey data using qualitative software. *Quality & Quantity*, *47*, 3261-3276. doi:10.1007/s11135-012-9716-1

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston, MA: Pitman.

Frels, R. K., & Onwuegbuzie, A. J. (2013). Administering quantitative instruments with qualitative interviews: A mixed research approach. *Journal of Counseling and*

Development, *91*, 184-194. doi:10.1002/j.1556-6676.2013.00085.x

Fulford, R. (2013). The sales process of information systems: Implications for project execution and business benefits. *Project Management Journal*, *44*(5), 89-99. doi:10.1002/pmj.21368

Fusch, P., & Ness, L. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, *20*, 1408-1416. Retrieved from http://tqr.nova.edu/wp-content/uploads/2015/09/fusch1

Galvin, T., Gibbs, M., Sullivan, J., & Williams, C. (2014). Leadership competencies of project managers: An empirical study of emotional, intellectual, and managerial dimensions. *Journal of Economic Development, Management, IT, Finance and Marketing*, *6*(1), 35-60. Retrieved from http://www.gsmi-ijgb.com/

Garcia-Melon, M., Poveda-Bautista, R., & Valle, J. L. D. M. (2015). Using the strategic relative alignment index for the selection of portfolio projects application to a public Venezuelan power corporation. *International Journal Production Economics*, *170*, 54-66. doi:10.1016/j.ijpe.2015.08.023

Garg, P., & Garg, A. (2013). An empirical study on critical failure factors for enterprise resource planning implementation in Indian retail sector. *Business Process Management Journal*, *19*, 496-514. doi:10.1108/14637151311319923

Glaser, J., & Laudel, G. (2013). Life with and without coding: Two methods for early-stage data analysis in qualitative research aiming at causal explanations. *Forum: Qualitative Social Research*, *14*(2). Retrieved from http://www.qualitativeresearch.net/index.php/fqs/article/view/1886/3528

Gorissen, P., van Bruggen, J., & Jochems, W. (2013). Methodological triangulation of the students' use of recorded lectures. *International Journal of Learning Technology*, *8*(1), 20-40. doi:10.1504/IJLT.2013.052825

Grant, A. (2014). Troubling 'lived experience': A post-structural critique of mental health nursing qualitative research assumptions. *Journal of Psychiatric and Mental Health Nursing*, *21*, 544-549. doi:10.1111/jpm.12113

Green, C., Duan, N., Gibbons, R., Hoagwood, K., Palinkas, L., & Wisdom, J. (2015). Approaches to mixed methods dissemination and implementation research: Methods, strengths, caveats, and opportunities. *Administration and Policy in Mental Health and Mental Health Services Research*, *42*, 508-523. doi:10.1007/s10488-014-0552-6

Gringeri, C., Barusch, A., & Cambron, C. (2013). Examining foundations of qualitative research: A review of social work dissertations, 2008-2010. *Journal of Social Work Education*, *49*, 760-773. doi:10.1080/10437797.2013.812910

Grossoehme, D. H. (2014). Overview of qualitative research. *Journal of Health Care Chaplaincy*, *20*, 109-122. doi:10.1080/08854726.2014.925660

Gulten, S., & Ruszczynski, A. (2015). Two-stage portfolio optimization with higher-order conditional measures of risk. *Annals of Operations Research*, *229*(1), 409-427. doi:10.1007/s10479-014-1768-2

Gutierrez, E. (2014). Managing ambiguity when evaluating and selecting new ideas in project portfolio management. *International Journal of Innovation and Technology Management*, *11*(5), 1-20. doi:10.1142/S0219877014500308

Haigh, R., & Sutton, R. (2012). Strategies for the effective engagement of multi-national construction enterprises in post-disaster building and infrastructure projects. *International Journal of Disaster Resilience in the Built Environment*, *3*, 270-282. doi:10.1108/17595901211263657

Haji-Kazemi, S., & Anderson, B. (2013). Application of performance measurement as an early warning system: A case study in the oil and gas industry. *International Journal of Managing Projects in Business*, *6*, 714-738. doi:10.1108/IJMPB-04-2012-0015

Hampshire, K., Iqbal, N., Blell, M., & Simpson, B. (2014). The interview as narrative ethnography: Seeking and shaping connections in qualitative research. *International Journal of Social Research Methodology*, *17*, 215-231. doi:10.1080/131645579.2012.729405

Harengel, P., & Gbadamosi, A. (2013). Launching a new nation: The unfolding brand of South Sudan. *Place Branding and Public Diplomacy*, *10*(1), 35-54. doi:10.1057/pb.2013.12

Harvey, L. (2015). Beyond member checking: A dialogic approach to the research interview. *International Journal of Research & Method in Education*, *38*(1), 23-38. doi:10.1080/1743727X.2014.914487

Heale, R., & Forbes, D. (2013). Understanding triangulation in research. *Evidence Based Nursing*, *16*(4), 98. doi:10.1136/eb-2013-101494

Heising, W. (2012). The integration of ideation and project portfolio management: A key factor for sustainable success. *International Journal of Project Management*, *30*,

582-595. doi:10.1016/j.ijproman.2012.01.014

Herazo, B., Lizarralde, G., & Paquin, R. (2012). Sustainable development in the building sector: A Canadian case study on the alignment of strategic and tactical management. *Project Management Journal*, *43*, 84-100. doi:10.1002/pmj.21258

Hilal, A. H., & Alabri, S. S. (*2*013). Using NVivo for data analysis in qualitative research. *International Interdisciplinary Journal of Education*, *2*, 181-186. Retrieved from http://iijoe.org/index.htm

Hjelmbrekke, H., Laedre, O., & Lohne, J. (2014). The need for a project governing body. *International Journal of Managing Projects in Business*, *7*, 661-677. doi:10.1108/IJMPB-03-2013-0012

Holley, K., & Colyar, J. (2012). Under construction: How narrative elements shape qualitative research. *Theory into Practice*, *51*, 114-121. doi:10.1080/00405841.2012.662866

Hurt, R. L., & Mc Laughlin, E. J. (2012). An applied introduction to qualitative research methods in academic advising. *National Academic Advising Association Journal*, *32*, 63-71. doi:10.12930/0271-9517-32.1.63

Hyat, M. J. (2013). Understanding sample size determination in nursing research. *Western Journal of Nursing Research*, *35*, 943-956. doi:10.1177/0193945913482052

Iamratanakul, S., Badir, Y. F., Siengthai, S., & Sukhotu, V. (2014). Indicators of best practices in technology product development: Prioritizing critical success factors. *International Journal of Managing Projects in Business*, *7*, 602-623.

doi:10.1108/ijmpb-06-2012-0036

Jacob, S. A., & Furgerson, S. (2012). Writing interview protocols and conducting interviews: Tips for students new to the field of qualitative research. *Qualitative Report*, *17*, 1-10. Retrieved from http://www.nova.edu/ssss/QR/QR17/jacob

Jallow, A. K., Demian, P., Baldwin, A. N., & Anumba C. (2014). An empirical study of the complexity of requirements management in construction projects. *Engineering, Construction and Architectural Management*, *21*, 505-531. doi:10.1108/ECAM-09-2013-0084

Jarkas, A. M., Radosalvljevic, M., & Wuyi, L. (2014). Prominent demotivation factors influencing the productivity of construction project managers in Qatar. *International Journal of Productivity and Performance Management*, *63*, 1070-1090. doi:10.1108/IJPPM-11-2013-0187

Jefferies, M., Brewer, G. J., & Gajendran, T. (2014). Using a case study approach to identify critical success factors for alliance contracting. *Engineering, Construction and Architectural Management*, *21*, 465-480. doi:10.1108/ECAM-01-2012-0007

Jin, X., Zhang, G., & Yang, R. J. (2012). Factor analysis of partners' commitment to risk management in public-private partnership projects. *Construction Innovation Journal*, *12*, 297-316. doi:10.1108/14714171211244550

Johnson, E. N., Reckers, P. M. J., & Bartlett, G. D. (2014). Influences of timeline and perceived strategy effectiveness on balanced scorecard performance evaluation judgments. *Journal of Management Accounting Research*, *26*(1), 165-184.

doi:10.2308/jmar-50639

Junior, M. V., Lucato, W. C., Vanalle, R. M., & Jagoda, K. (2014). Effective management of international technology transfer projects: Insights from the Brazilian textile industry. *Journal of Manufacturing Technology Management*, *25*, 69-99. doi:10.1108/JMTM-08-2011-0079

Kaiser, M. G., El Arbi, F., & Ahlemann, F. (2014). Successful project portfolio management beyond selection techniques: Understanding the role of structural alignment. *International Journal of Project Management*, *33*(1), 126-139. doi:10.1016/j.ijproman.2014.03.002

Keeys, L. A., & Huemann, M. (2017). Project benefits co-creation: Shaping sustainable development benefits. *International Journal of Project Management, 35,* 1196-1212. doi:10.1016/j.ijproman.2017.02.008

Kelley, A., Belcourt-Dittloff, A., Belcourt, C., & Belcourt, G. (2013). Research ethics and indigenous communities. *American Journal of Public Health*, *103*, 2146-2152. doi:10.2105/AJPH.2012.301522

Khan, S. N. (2014). Qualitative research method-phenomenology. *Asian Social Science*, *10*(21), 298-310. doi:10.5539/ass.v10n21p298

Khedhaouria, A., Montani, F., & Thurik, R. (2017). Time pressure and team member creativity within R&D projects: The role of learning orientation and knowledge sourcing. *International Journal of Project Management, 35,* 942-954. doi:10.1016/j.ijproman.2017.04.002

Kim, Y. (2011). The pilot study in qualitative inquiry: Identifying issues and learning

lessons for culturally competent research. *Qualitative Social Work*, *10*, 190-206. doi:10.1177/1473325010362001

Kirkwood, A., & Price, L. (2013). Examining some assumptions and limitations of research on the effects of emerging technologies for teaching and learning in higher education. *British Journal of Educational Technology*, *44*, 536-543. doi:10.1111/bjet.12049

Kivila, J., Martinsuo, M., & Vuorinen, L. (2017). Sustainable project management through project control in infrastructure projects. *International Journal of Project Management, 35,* 1167-1183. doi:10.1016/j.ijproman.2017.02.009

Koelsch, L. E. (2013). Reconceptualizing the member check interview. *International Journal of Qualitative Methods*, *12*, 168-179. Retrieved from http:ejournals.library.ualberta.ca/index.php/IJQM/article/view/12327

Kujala, J., Brady, T., & Putila, J. (2014). Challenges of cost management in complex projects. *International Journal of Business and Management*, *9*(11), 48-58. doi:10.5539/ijbm.v9n11p48

Kunonga, E., Whitty, P., & Singleton, S. (2010). The applicability of hoshin kanri for strategic planning and deployment in public sector: A case study from NHS North East. *Journal of Management & Marketing in Healthcare*, *3*(1), 87-97. doi:10.1179/175330310X12665793931140

Kutsch, E., Browning, T. R., & Hall, M. (2014). Bridging the risk gap: The failure of risk management in information systems projects. *Research Technology Management*, *57*(2), 26-32. doi:10.5437/08956308X5702133

Larson, E. W., & Gray, C. F. (2011). *Project management: The managerial process* (5th ed.). New York, NY: McGraw Hill.

Lappe, M., & Spang, K. (2013). Investments in project management are profitable: A case study-based analysis of the relationship between the costs and benefits of project management. *International Journal of Project Management*, *32*, 603-612. doi:10.1016/j.ijproman.2013.10.005.

Leavitt, J. C. (2012). *Training project managers in small aerospace businesses to increase sustainability* (Doctoral Dissertation). Available from ProQuest Digital Dissertations database (Order No. 3543471)

Lee, O-K. D., & Baby, D. V. (2013). Managing dynamic risks in global it projects: Agile risk management using the principles of service-oriented architecture. *International Journal of Information Technology & Decision Making*, *12*, 1121-1150. doi:10.1142/S0219622013400117

Liu, C., Tzeng, G., & Lee, M. (2013). Strategies for improving cruise product sales using hybrid multiple criteria decision making model. *The Service Industries Journal*, *33*, 542-563. doi:10.1080/02642069.2011.614342

Liu, S., & Wang, L. (2014). Understanding the impact of risks on performance in internal and outsourced information technology projects: The role of strategic importance. *International Journal of Project Management*, *32*, 1494-1510. doi:10.1016/j.ijproman.2014.01.012

Longfield, D. (2015). Educational development in South Sudan: Conscious design or spontaneous order? *Economic Affairs*, *35*, 178-196. doi:10.1111/ecaf.12126

MacLean, R. (2013). Organizational design: Benchmarking. *Environmental Quality Management*, *22*(3), 95-108. doi:10.1002/tqem.21339

Malone, H., Nicholl, H., & Tracey, C. (2014). Awareness and minimization of systematic bias in research. *British Journal of Nursing*, *23*, 279-282. doi:10.12968/bjon.2014.23.5.279

Manganelli, J., Threatt, A., Brooks, J., Healy, S., Merino, J., Yanik, P., & Green, K. (2014). Confirming, classifying, and prioritizing needed over-the-bed table improvements via methodological triangulation. *Health Environments Research & Design Journal*, *8*, 94-114. Retrieved from http://www.herdjournal.com

Markeset, T., Moreno-Trejo, J., & Kumar, R. (2013). Maintenance of subsea petroleum production systems: A case study. *Journal of Quality in Maintenance Engineering*, *19*, 128-143. doi:10.1108/13552511311315940

Marnewick, C. (2017). Information system project's sustainability capability levels. *International Journal of Project Management, 35,* 1151-1166. doi:10.1016/j.ijproman.2017.02.014

Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research*. (6th ed.). Thousand Oaks, CA: Sage.

Martens, M. L., & Carvalho, M. M. (2017). Key factors of sustainability in project management context: A survey exploring project managers' perspective. *International Journal of Project Management, 35,* 1084-1102. doi:10.1016/j.ijproman.2016.04.004

Martinsuo, M. (2013). Project portfolio management in practice and in

context. *International Journal of Project Management*, *31*, 794-803. doi:10.1016/j.ijproman.2012.10.013

Mathur, G., Jugdev, K., & Fung, T. S. (2013). Project management assets and project management outcomes: Exploratory factor analysis. *Management Research Review*, *36*, 112-135. doi:10.1108/01409171311292234

Matrogiacomo, S., Missonier, S., & Bonazzi, R. (2014). Talk before it's too late: Reconsidering the role of conversation in information systems project management. *Journal of Management Information Systems*, *31*, 47-77. doi:10.2753/MIS0742-1222310103

McAdam, R., Hazlett, S., & Galbraith, B. (2013). The role of performance measurement models in multi level alignment: An exploratory case analysis in the utilities sector. *International Journal of Operations & Production Management*, *34*, 1153-1183. doi:10.1108/IJOPM-09-2011-0313

McGehee, N. G., Kline, C., & Knollenberg, W. (2014). Social movements and tourism related local action. *Annals of Tourism Research*, *48*, 140-155. doi:10.1016/j.annals.2014.06.004

McGowan, T. (2013). The presence of phenomenology: Hegel and the return to metaphysics. *Mosaic: A Journal for the Interdisciplinary Study of Literature*, *46*(1), 95-111. doi:10.1353/mos.2013.0010

Mcleod, L., Doolin, B., & MacDonell, S. G. (2012). A perspective-based understanding of project success. *Project Management Journal, 43*, 68-86. doi:10.1002/pmj.21290

Mealer, M., & Jones, J. (2014). Methodological and ethical issues related to qualitative telephone interviews on sensitive topics. *Nurse Researcher*, *21*, 32-37. doi.10.7748/nr2014.03.21.4.32.e1229

Melander, A., Lofving, M., Andersson, D., Elgh, F., & Thulin, M. (2016). Introducing the hoshin kanri strategic management system in manufacturing SMEs. *Management Decision*, *54*, 2507-2523. doi:10.1108/MD-03-2016-0148

Menke, M. M. (2013). Making R&D portfolio management more effective. *Research-Technology Management*, *56*(5), 34-44. doi:10.5437/08956308X5605128

Merwe, L. V. (2014). The first experiences of music students with Dalcroze-inspired activities: A phenomenological study. *Psychology of Music*, *43*, 1-17. doi:10.1177/0305735613513485

Meyer, W. G. (2014). The effect of optimism bias on the decision to terminate failing projects. *Project Management Journal*, *45*(4), 7-20. doi:10.1002/pmj.21435

Midler, C. (2013). Implementing a low-end disruption strategy through multi project lineage management: The Logan case. *Project Management Journal*, *44*, 24-35. doi:10.1002/pmj.21367

Modell, S. (2015). Theoretical triangulation and pluralism in accounting research: A critical realist critique. *Accounting, Auditing & Accountability Journal*, *28*, 1138-1150. doi:10.1108/AAAJ-10-2014-1841

Mohamed, A. A., & Jones, T. (2014). Relationship between strategic management accounting techniques and profitability- a proposed model. *Measuring Business Excellence*, *18*(3), 1-22. doi:10.1108/MBE-04-2013-0023

Morin, K. H. (2013). Value of a pilot study. *Journal of Nursing Education*, *52*, 547-548. doi:10.3928/01484834-20130920-10

Morse, J. M. (2015). "Data were saturated..." *Qualitative Health Research*, *25*, 587-588. doi:10.1177/1049732315576699

Morsea, W.C., Lowerya, D.R., & Steurya, T. (2014). Exploring saturation of themes and spatial locations in qualitative public participation geographic information systems research. *Society & Natural Resources: An International Journal*, *27*, 557-571. doi:10.1080/08941920.2014.888791

Moustakas, C. (1994). *Phenomenological research methods.* Thousand Oaks, CA: Sage.

Mukhopadhyay, S., & Gupta, R. K. (2014). Survey of qualitative research methodology in strategy research and implications for Indian researchers. *Vision: The Journal of Business Perspective*, *18*, 109-123. doi:10.1177/0972262914528437

Murthy, D. (2013). Ethnographic research 2.0: The potentialities of emergent digital technologies for qualitative organizational research. *Journal of Organizational Ethnography*, *2*, 23-36. doi:10.1108/JOE-01-2012-0008

Nangoli, S., Ahimbisibwe, A., Namagembe, S., & Bashir, H. (2013). Social networks: A strategy for enhancing project-stakeholder commitment. *Journal of Strategy and Management*, *6*, 399-410. doi:10.1108/JSMA-02-2013-0012

Nathan, S., Braithwaite, J., & Stephenson, N. (2014). The scope and impact of community participation: The views of community representatives in an Australian health service. *Journal of health organization and management*, *28*, 405-421. doi:10.1108/JHOM-03-2013-0059

Neverauskas, B., & Railaite, R. (2013). Formation approach for project management maturity measurement. *Economics and Management*, *18*, 360-365. doi:10.5755/j01.em.18.2.4604

Nicholas, J. (2016). Hoshini kanri and critical success factors in quality management and lean production. *Total Quality Management & Business Excellence*, *27*, 250-264. doi:10.1080/14783363.2014.976938

Nistor, R., & Muresan, I. N. (2012). Means of improving the management of projects financed by the European Union. *Review of International Comparative Management*, *13*, 535-542. Retrieved from http://www.rmci.ase.ro/no13vol4/04.pdf

Noble, H., & Smith, J. (2015). Issues of validity and reliability in qualitative research. *Evidence-Based Nursing*, *18*, 34-35. doi:10.1136/eb-2015-102054

Noor, A. M., Khalfan, M. A., & Masqood, T. (2013). The role of procurement practices in effective implementation of infrastructure projects in Pakistan. *International Journal of Managing Project in Business*, *6*, 802-826. doi:10.1108/IJMPB-03-2012-0005

Obiajunwa, C. C. (2013). Skills for the management of turnaround maintenance projects. *Journal of Quality in Maintenance Engineering*, *19*, 61-73. doi:10.1108/13552511311304483

Onchara, N. M., Kandiri, J., & Johnson, R. (2014). Influence processes of implementation effectiveness in challenged information technology projects in Africa. *Information Technology and People*, *27*, 318-340. doi:10.1108/ITP-09-

2013-0167

Oppong, G. D., Chan, A. P. C., & Dansoh, A. (2017). A review of stakeholder management performance attributes in construction projects. *International Journal of Project Management, 35,* 1037-1051. doi:10.1016/j.ijproman.2017.04.015

Ortiz-Marcos, I., Benita, J. R. C., Aldeanueva, C. M., & Colsa, A. U. (2013). Competence training for managing international cooperation engineering projects. *Project Management Journal*, *44*, 88-97. doi:10.1002/pmj.21328

O'Sullivan, J. M., & O'Sullivan, R. (2012). Collaborative evaluation and market research converge: An innovative model agricultural development program evaluation in Southern Sudan. *Evaluation and Program Planning*, *35*, 547-551. doi:10.1016/j.evalprogplan.2011.12.010

Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research*, *42*, 533-544. doi:10.1007/s10488-013-0528-y

Papadopoulos, G. (2015). Moving from traditional to agile software development methodologies also on large, distributed projects. *Procedia-Social and Behavioral Sciences*, *175*, 455-463. doi:10.1016/j.sbspro.2015.01.1223

Parisi, C., & Rossi, P. (2015). Strategic performance measurement of research and development: A case study. *International Journal of Business & Management*, *3*, 322-330. Retrieved from www.theijbm.com

Parker, D., Verlinden, A., Nussey, R., Ford, M., & Pathak, R. D. (2013). Critical evaluation of project-based performance management: Change intervention integration. *International Journal of Productivity and Performance Management*, *62*, 407-419. doi:10.1108/17410401311329634

Paul, K. (2015). Stakeholder theory, meet communications theory: Media systems dependency and community infrastructure theory, with an application to California's cannabis/marijuana industry. *Journal of Business Ethics*, *129*, 705-720. doi:10.1007/s10551-014-2168-x

Petro, Y., & Gardiner, P. (2015). An investigation of the influence of organizational design on project portfolio success, effectiveness and business efficiency for project-based organizations. *International Journal of Project Management*, *33*, 1717-1729. doi:10.1016/j.ijproman.2015.08.004

Phansawadhi, T. (2012). The virtues of using profitability metric for project selection. *Engineering Management Research*, *1*, 92-100. doi:10.5539/emr.v1n1p92

Pinaud. C. (2016). Military kinship, Inc.: Patronage, inter-ethnic marriages and social classes in South Sudan. *Review of African Political Economy*, *43*, 243-259. doi:10.1080/03056244.2016.1181054

Platt, L. F., & Skowron, E. A. (2013). The family genogram interview: Reliability and validity of a new interview protocol. *The Family Journal*, *21*, 35-45. doi:10.1177/1066480712456817

Pollack, J., & Adler, D. (2015). The relationship between project management and small to medium enterprise profitability. *Global Conference on Business and Finance*

Proceedings, *10*, 344-354. Retrieved from http://www.theibfr.com/ARCHIVE/ISSN-1941-9589-V10-N1-2015.pdf

Pospisila, J., & Besancenot, S. (2014). EU donor policies in situations of fragility: Promoting resilience? *European Journal of Development Research*, *26*, 614-628. doi:10.1057/ejdr.2013.51

Poveda-Bautista, R., Doris C. Baptista, D. C., & Garcia-Melo, M. (2012). Setting competitiveness indicators using BSC and ANP. *International Journal of Production Research*, *50*, 4738-4752. doi:10.1080/00207543.2012.657964

Prause, D., & Mujtaba, B. G. (2015). Conflict management practices for diverse workplaces. *Journal of Business Studies Quarterly*, *6*(3), 13-22. Retrieved from http://jbsq.org/wp-content/uploads/2015/03/March_2015_2.pdf

Project Management Institute. (2013). *A guide to the project management body of knowledge* (5th ed.). New Town Square, PA: Author.

Project Management Institute. (2015). *Pulse of the profession: Capturing the value of project management.* Retrieved from http://www.pmi.org/learning/pulse.aspx

Prowse, M., & Camfield, L. (2013). Improving the quality of development assistance: What role for qualitative methods in randomized experiments? *Progress in Development Studies*, *13*(1), 51-61. doi:10.1177/146499341201300104

Quik, W. H, Wright, N. J., & Herjanto, E. (2014). Collaborative networked learning in manufacturing. *International Journal of Advanced Corporate*, *7*, 4-12. doi:10.3991/ijac.v7i4.3753

Rammer, C., & Klingebiel, R. (2014). Resource allocation strategy for innovation

portfolio management. *Strategic Management Journal*, *35*, 246-268. doi:10.1002/smj.2107

Reilly, R. C. (2013). Found poems, member checking and crises of representation. *The Qualitative Report*, *18*(15), 1-18. Retrieved from http://www.nova.edu/ssss/qr

Ricketts-Gaskill, L., Van Auken, H. E., & Kim, H. (2015). Impact of operational planning on small business retail performance. *Journal of Small Business Strategy*, *5*(1), 21-36. Retrieved from http://libjournals.mtsu.edu/

Riggio,R. E., Zhu, W., Reina, C., & Maroosis, J. A. (2010). Virtue-based measurement of ethical leadership: The leadership virtues questionnaire. *Consulting Psychology Journal: Practice and Research*, *62*, 235-250. doi:10.1037/a0022286

Rijke, J., van Herk, S., Zevenbergen, C., Ashley, R., Hertogh, M., & ten Heuvelhof, E. (2014). Adaptive program management through a balanced performance/strategy oriented focus. *International Journal of Project Management*, *32*, 1197-1209. doi:10.1016/j.ijproman.2014.01.003

Ritson, G., Johansen, E., & Osborne, A. (2012). Successful programs wanted: Exploring the impact of alignment. *Project Management Journal*, *43*(1), 21-36. doi:10.1002/pmj.20273

Rivera-Ruiz, I., & Ferrer-Moreno, E. (2015). The relationship between strategic leadership, human IT infrastructure, project management, project success, and firm performance. *International Journal of Information, Business, and Management*, *7*(2), 77-84. Retrieved from http://ijibm.elitehall.com/IJIBM_Vol7No2_May2015.pdf

Robinson, O. (2014). Sampling in interview-based qualitative research: A theoretical and practical guide. *Research in Psychology*, *11*(1), 25-41. doi:10.1080/14780887.2013.801543

Rossetto, K. R. (2014). Qualitative research interviews: Assessing the therapeutic value and challenges. *Journal of Social and Personal Relationships*, *31*, 482-489. doi:10.1177/0265407514522892

Sadeh, E., & Garkaz, M. (2015). Explaining the mediating role of service quality between quality management enablers and students' satisfaction in higher education institutes: The perception of managers. *Total Quality Management & Business Excellence, 26*, 1335-1356. doi:10.1080/14783363.2014.931065

Sande, J. B., & Haugland, S. A. (2015). Strategic performance effects of misaligned formal contracting: The mediating role of relational contracting. *International Journal of Research in Marketing*, *32*, 187-194. doi:10.1016/j.ijresmar. 2015.02.002

Sanjari, M., Bahramnezhad, F., Fomani, F. K., Shoghi, M., & Cheraghi, M. A. (2014). Ethical challenges of researchers in qualitative studies: The necessity to develop a specific guideline. *Journal of Medical Ethics and History of Medicine*, *7*, 7-14. Retrieved from http://jmehm.tums.ac.ir/index.php/jmehm

Santos, V. R., Soares, A. L., & Carvalho, J. A. (2012). Information management barriers in complex research and development projects: An exploratory study on the perceptions of project managers. *Knowledge and Process Management*, *19*, 69-78. doi:10.1002/kpm.1383

Satankar, P. P., & Jain, A. P. S. (2015). Study of success factors for real estate construction projects. *International Research Journal of Engineering and Technology*, *2*, 804-808. Retrieved from https://www.irjet.net/

Schultze, U. (2013). IT project governance at Worthington health-care system. *Journal of Information Technology Teaching Cases*, *4*(1), 1-10. doi:10.1057/jittc.2013.2

Seboni, L., & Tutesigensi, A. (2015). Project manager-to-project allocations in practice: An empirical study of the decision-making practices of a multi-project based organization. *Construction Management and Economics*, *33*, 428-443. doi:10.1080/01446193.2015.1077981

Senesi, C., Javernick-Will, A., & Molenaar, K. R. (2015). Benefits and barriers to applying probabilistic risk analysis on engineering and construction projects. *Engineering Management Journal*, *27*, 49-57. doi:10.1080/10429247.2015.1035965

Shepherd, D. A., Haynie, J. M., & Patzelt, H. (2013). Project failures arising from corporate entrepreneurship: Impact of multiple project failures on employees accumulated emotions, learning, and motivation. *Journal of Product Innovation Management*, *30*, 880-895. doi:10.1111/jpim.12035

Shepherd, D. A., Patzelt, H., Williams T. A., & Warneke, D. (2014). How does project termination impact project team members? Rapid termination, creeping death, emotions, learning, and learning from failure. *Journal of Management Studies*, *51*, 513-546. doi:10.1111/joms.12068

Sherry, E. (2013). The vulnerable researcher: Facing the challenges of sensitive research.

Qualitative Research Journal, *13*, 278-288. doi:10.1108/QRJ-10-2012-0007

Silvius, A. J. G., Kampinga, M., Paniagua, S., & Mooi, H. (2017). Considering sustainability in project management decision making: An investigation using Q-methodology. *International Journal of Project Management, 35,* 1133-1150. doi:10.1016/j.ijproman.2017.01.011

Slack, N., & Lewis, M. (2011). *Operation strategy, financial-times*. Prentice-Hall, London.

Smith, D., & Sonnenblick, R. (2013). From budget-based to strategy-based Portfolio management. *Research-Technology Management*, *56*(5), 45-51. doi:10.5437/08956308X5605129

Soderlund, J. & Muller, R. (2014). Project management and organization theory. *Project Management Journal*, *45*(4), 2-6. doi:10.1002/pmj.21442

Spengler, P. M., & Pilipis, L. A. (2015). A comprehensive meta-reanalysis of the robustness of the experience-accuracy effect in clinical judgment. *Journal of Counseling Psychology*, *62*, 360-378. doi:10.1037/cou0000065

Stoshikj, M., Kryvinska, N., & Strauss, C. (2014). Efficient managing of complex programs with management services. *Global Journal of Flexible Systems Management*, *15*(1), 25-38. doi:10.c1007/s40171-013-0051-8.

Stoud, R. L. (2013). 12 strategies for managing capital projects. *Healthcare Financial Management*, *67*(5), 68-71. doi:10.1108/09699981311303044

Strand, R., & Freeman, R. E. (2015). Scandinavian cooperative advantage: The theory and practice of stakeholder engagement in Scandinavia. *Journal of Business*

Ethics, *127*(1), 65-85. doi:10.1007/s10551-013-1792-1

Su, C., & Yang, T. (2015). Hoshin kanri planning process in human resource management: Recruitment in a high-tech firm. *Total Quality Management & Business Excellence*, *26*(1-2), 140-156. doi:10.1080/14783363.2012.756743

Sumner, M. R. (2009). How alignment strategies influence ERP project success. *Enterprise Information Systems*, *3*, 425-448. doi:10.1080/17517570903045617

Taghavi, M., Taghavi, H., & Milad, T. (2013). Research leadership stipulation system. *Campus-Wide Information Systems*, *30,* 266-287. doi:10.1108/CWIS-03-2013-0015

Talanquer, V. (2014). Using qualitative analysis software to facilitate qualitative data analysis. *Tools of Chemistry Education Research, 1166*, 83-95. doi:10.1021/bk-2014-1166.ch005

Tam, N., Huy, N., Thoa, L., Long, N., Trang, N., Hirayama, K., & Karbwang, J. (2015). Participants' understanding of informed consent in clinical trials over three decades: Systematic review and meta-analysis. *Bulletin of the World Health Organization*, *93*, 186-198. doi:10.2471/BLT.14.141390

Teller, J., Kock, A., & Germunden, H. G. (2014). Risk management in project portfolios is more than managing project risks: A contingency perspective on risk management. *Project Management Journal*, *45*(4), 67-80. doi:10.1002/pmj.21431

Thamhain, H. (2013). Managing risks in complex projects. *Project Management Journal*, *44*, 20-35. doi:10.1002/pmj.21325

Tiira, K., & Lohi, H. (2014). Reliability and validity of a questionnaire survey in canine

anxiety research. *Applied Animal Behavior Science*, *155*, 82-92. doi:10.1016/j.applanim.2014.03.007

Todorovie, M., Mitrovie, Z., & Bjelica, D. (2013). Measuring project success in project-oriented organizations. Benchmarking. *Management Journal for Theory and Practice Management*, *68*, 41-48. doi:10.7595/management.fon.2013.0019

Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the waves of culture: Understanding diversity in global business* (3rd ed.). New York, NY: McGraw-Hill.

Tsang, E. W. (2014). Case studies and generalization in information systems research: A critical realist perspective. *Journal of Strategic Information Systems*, *23*, 174-186. doi:10.1016/j.jsis.2013.09.002

Tufford, L., & Newman, P. (2012). Bracketing in qualitative research. *Qualitative Social Work*, *11*, 80-96. doi:10.1177/1473325010368316

United Nations Development Programme. (2013). *The rise of the south: Human progress in a diverse world*. New York, NY: UNDP.

U.S. Department of Health and Human Services. (1979). *The Belmont Report*. Retrieved from http://www.hhs.gov/ohrp/humansubjects/guidance/belmont.html

Unterkalmsteiner, M., Gorschek, T., Feldt, R., Klotins, E. (2015). Assessing requirements engineering and software test alignment-five case studies. *Journal of systems and software*, *109*, 62-77. doi:10.1016/j.jss.2015.07.018

Van der Hoorn, B., & Whitty, S. J. (2017). The praxis of 'alignment seeking' in project work. *International Journal of Project Management, 35,* 978-993. doi:10.1016/j.ijproman.2017.04.011

Venkatesh, V., Brown, S. A., & Bala, H. (2013). Bridging the qualitative-quantitative divide: Guidelines for conducting mixed methods research in information systems. *MIS Quarterly*, *37*, 21-54. Retrieved from http://www.misq.org/index.html

Vogl, S. (2013). Telephone versus face-to-face interviews: Mode affect on semi structured interviews with children. *Sociology Methodology*, *43*(1), 133-177. doi:10.1177/0081175012465967

Vohra, V. (2014). Using the multiple case study design to decipher contextual leadership behaviors in Indian organizations. *The Electronic Journal of Business Research Methods*, *12*(1), 54-65. Retrieved from http://www.ejbrm.com

Wainwright, D., & Shaw, C. S. (2013). Modernizing pathology services: Modelling effective IT project collaboration. *International Journal of Public Sector Management*, *26*, 268-282. doi:10.1108/IJPSM-11-2011-0129

Wang, C., Wood, L. C., Abdul-Rahman, H., & Lee, Y. T. (2015). When traditional information technology project managers encounter the cloud: Opportunities and dilemmas in the transition to cloud services. *International Journal of Project Management*, *34*, 371-388. doi:10.1016/j.ijproman.2015.11.006

Wood, G., Mazouz, K., Yin, S., & Cheah, J. E. (2014). Foreign direct investment from emerging markets to Africa: The HRM context. *Human Resource Management*,

53(1), 179-201. doi.10.1002/hrm.21550

Woolcock, M. (2013). Using case studies to explore the external validity of 'complex' development interventions. *Evaluation*, *19*, 229-248. doi:10.1177/1356389013495210

Wysocki, R. K. (2014). *Effective project management: Traditional, agile, extreme* (7th ed.). Indianapolis, IN: John Wiley & Sons.

Xu, Z., Ming, X. G., Song, W., He, L., & Li, M. (2014). Collaborative project management: A systematic approach to heavy equipment manufacturing project management. *Systematic Practice Action Research*, *27*, 141-164. doi:10.1007/s11213-012-9261-9

Yilmaz, K. (2013). Comparison of quantitative and qualitative research traditions: Epistemological, theoretical, and methodological differences. *European Journal of Education*, *48*, 311-325. doi:10.1111/ejed.12014

Yin, R. K. (2013). Validity and generalization in future case study evaluations. *Evaluation*, *19*, 321-332. doi:10.1177/1356389013497081

Yin, R. K. (2014). *Case study research design and methods* (5th ed.). Thousand Oaks, CA: Sage.

Yu, T., Shen, G. Q., Shi, Q., Lai, X., Li, C. Z., & Xu, K. (2017). Managing social risks at the housing demolition stage of urban redevelopment projects: A stakeholder-oriented study using social network analysis. *International Journal of Project Management, 35,* 925-941. doi:10.1016/j.ijproman.2017.04.004

Zachariadis, M., Scott, S., & Barrett, M. (2013). Methodological implications of critical

realism for mixed-methods research. *MIS Quarterly*, *37*, 855-879. Retrieved from http://www.misq.org/contents-37-3/

Zairi, M. (2013). The TQM legacy-gurus contributions and theoretical impact. *The TQM Journal*, *25*, 659-676. doi:10.1108/TQM-06-2013-0069

Zamawe, F. C. (2015). The implication of using NVivo software in qualitative data analysis: Evidence-based reflections. *Malawi Medical Journal*, *27*(1), 13-15. doi:10.4314/mmj.v27il.4

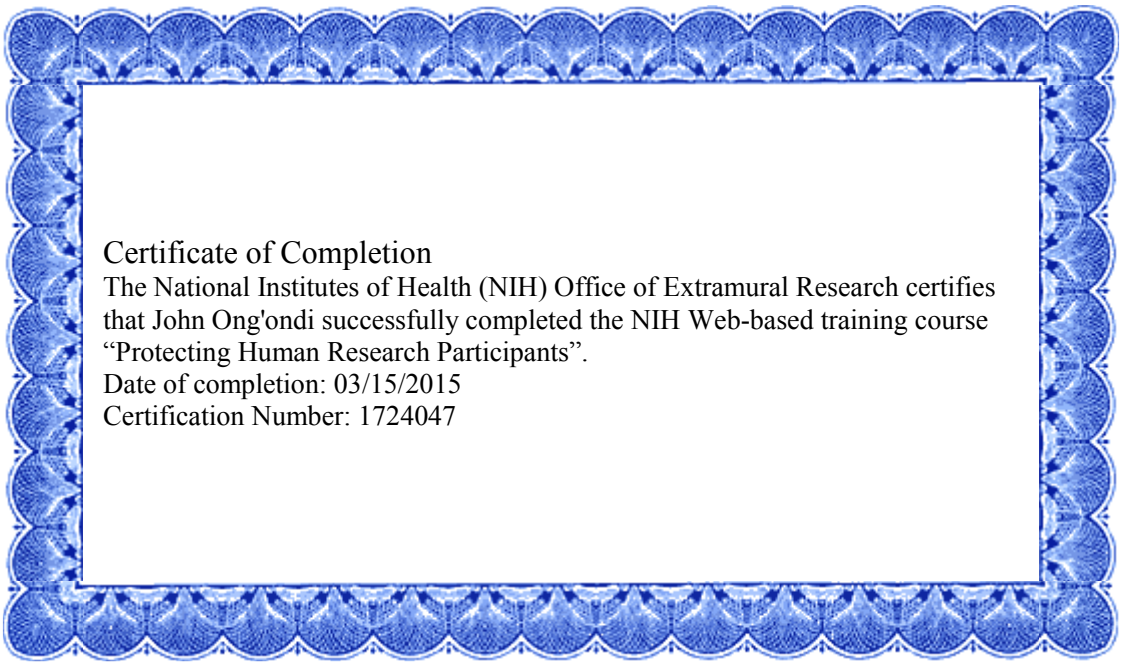
Zekic, Z., & Samarzija, L. (2012). Project management of dynamic of business performance. *International Business Research*, *5*(12), 99-111. doi:10.5539/ibr.v5n12p99

Zeynalian, M., Trigunarsyahz, B., & Ronagh, H. R. (2013). Modification of advanced programmatic risk analysis and management model for the whole project life cycle's risks. *Journal of Construction Engineering and Management*, *139*(1), 51-59. doi:10.1061/(ASCE)CO.1943-7862.0000571

Zschocke, M. S., Mantin, B., Jewkes, E. M. (2014). The effect of competition on R&D portfolio investments. *Production and Operation Management*, *23*, 1439-1449. doi:10.1111/j.1937-5956.2012.01376.x

Zuofa, T., & Ochieng, G. (2014). Project failure: The way forward and the panacea for development. *International Journal of Business and Management*, *9*(11), 59-71. doi:10.5539/ijbm.v9n11p59

Appendix A: NIH Certificate



Certificate of Completion

The National Institutes of Health (NIH) Office of Extramural Research certifies that John Ong'ondi successfully completed the NIH Web-based training course "Protecting Human Research Participants".

Date of completion: 03/15/2015

Certification Number: 1724047

Appendix B: Interview Protocol

Introductory Notes to the interview

My name is John Paul M. Ong'ondi, a doctoral candidate at Walden University.

Am pursuing a Doctor of Business Administration (DBA) degree with a specialization in Project Management. I am conducting a qualitative multiple case study titled: *Strategies for improving project managers' performance in South Sudan.* The purpose of this qualitative multiple case study is to explore strategies project managers use to align project management processes with business strategies to improve project performance.

Things to remember

- Take a recording device to the interview and make sure it is working properly
- Put off the mobile phone
- Introduce yourself to participant and thank the participant for accepting participating in the study
- Collect the signed consent form
- Get confirmation and acknowledgement that interview was being recorded.
- Turn on the recording device.
- Start interview and keep the interview focused on research topic
- Observe the participant and take notes.
- Keep observing the participant non-verbal body language
- Do not interrupt the participants; listen carefully what they are saying
- Ask follow-up probing questions, end interview, and schedule follow-up member checking interview with participant.

Interview Questions:

1. What strategies do you use to ensure alignment between project management processes and business strategies?
2. What critical success factors do you consider when aligning project management processes with business strategies?
3. What strategies to you use to develop projects aligning with business strategy?
4. What strategies to you use to implement projects ensuring alignment with business strategy?
5. What strategies to you use to monitor and control projects ensuring alignment with business strategy?
6. How were the challenges to developing, implementing, and monitoring the processes for aligning business strategies with project practices addressed?
7. What project management tools did you use to improve projects alignment with business strategy?
8. What project management tools did you find worked best to improve project performance?
9. How does the project manager or project team affect the project success?
10. How did your project team respond to the strategies for aligning business strategies with project processes for improving project performance?
11. Please share any additional information how you align project management processes with business strategies to improve project performance?

Appendix C: Letter of Cooperation

Dear John Paul Mogere Ong'ondi,

Based on my review of your research proposal, I give permission for you to conduct the study entitled strategies for improving performance for project managers in South Sudan within the XXX Company. As part of this study, I authorize you to interview research participants as well to do member checking, and results dissemination activities. Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include: providing only the contact information (phone numbers and email addresses) for voluntary participants. We reserve the right to withdraw from the study at any time if our circumstances change.

I understand that the student will not be naming our organization in the doctoral project report that is published in Proquest.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty or staff without permission from the Walden University IRB.

Sincerely,

XXXXXX

Managing Director

XXXXX