



RESEARCH PAPER

Evaluation of the Factors behind the Failure of Project Management Practices

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ABSTRACT

Organizations intend to use best practices in management of the projects to ensure the desired results. Despite applying practical project management principles, many initiatives fail to achieve their goals. In this article the factors contributing to the failure of project management methods have been studied. Organizations can enhance their project management procedures and increase the possibility of project success by identifying and analyzing such elements. The comprehensive literature review and case studies along with detailed interviews with experts led to identification these factors. A multitude of significant factors contributed to the problem. The issues are poor planning, ineffective communication, scope disruptions, insufficient resource allocation, and inadequate risk management.: In addition factors including corporate culture, leadership, and stakeholder engagement substantially impact project performance were studied. Various suggestions for enhancing project management techniques and to decrease the likelihood of project failure were identified.

KEYWORDS Corporate Culture, Failure, Leadership, Organizations, Project Management, Risk Management

Introduction

Project management is an essential discipline that enables organizations to plan, execute, and control initiatives to achieve their objectives. Project management is essential because it enables organizations to achieve their objectives. Despite the widespread adoption of widely accepted project management concepts, there is still a high incidence of unsuccessful projects. This results in substantial financial losses missed deadlines, and stakeholders who are dissatisfied with the outcome. Businesses must have an in-depth comprehension of the factors contributing to ineffective project management to improve project outcomes and maximize investments.

This study's primary objective is to examine the factors liable for the failure of various project management strategies. Organizations can gain valuable insight into the fundamental causes of project failure by identifying and investigating the factors above. As a result, they can effectively design plans for mitigating risks and increasing the likelihood of success for their initiatives. This research aims to enhance our comprehension of project management by conducting an in-depth analysis of the primary obstacles that hinder a project's successful conclusion.

In recent years, numerous studies and investigations have focused on the variables that determine the success of a given endeavor. Despite this, there is still a significant information vacuum concerning the factors contributing to project failure. This study's objective is to comprehensively analyze the factors that impede successful project

execution, with a particular emphasis on unsuccessful project management strategies. As a result, it provides valuable insights into the areas where businesses should focus their efforts to enhance project management procedures and reduce the number of failed projects.

Until now, research has uncovered several significant factors that contribute to the failure of initiatives. Common factors that can negatively affect the results of a project include inadequate planning and the collection of requirements, ineffective communication and the management of stakeholders, scope violations and changes in project objectives, misallocation and inefficient use of resources, ineffective risk management and mitigation, and the influence of organizational culture and leadership. Organizations must thoroughly comprehend the interrelationship between these factors and their overall impact on the success or failure of a project. With this knowledge, businesses can identify underlying issues and implement effective project management techniques.

This study employs various methods to conduct the intended research and accomplish its objectives. To gain an in-depth comprehension of the difficulties associated with poor project management, a comprehensive literature review is conducted to examine the body of previously gathered information. This investigation aims to understand better the factors that led to the failure of various projects by analyzing case studies of unsuccessful projects. By investigating specific cases, we can gain significant insight into the factors that led to the failure of individual initiatives. We consult with seasoned project managers to obtain initial thoughts and ideas for enhancing project management practices and collect their feedback.

This study's findings have substantial practical implications for businesses, administrators, and project managers who wish to increase the proportion of successful projects. This study aims to identify the factors that contribute to project management's failure and provide recommendations and best practices for overcoming these obstacles. In addition, the research will identify the factors that contribute to project management failure. This study will prioritize reducing potential hazards, promoting positive organizational cultures, enhanced communication and stakeholder management, and the optimal use of available resources.

In conclusion, this research aims to deepen our understanding of ineffective project management by investigating the obstacles to effective project execution. By overcoming these obstacles, businesses can enhance their project management procedures, thereby decreasing the number of failed projects and increasing the number of practical outcomes. This article is divided into three sections: a detailed literature review, specific case studies, and interviews with experts in the relevant field. The purpose of these sections is to investigate the causes of project failure and provide extensive insight into how these causes impact project management practice.

It is common knowledge that enhanced project management methodology and procedures positively affect public institutions. Arnaboldi et al. (2004) found that implementing project management techniques in the public sector resulted in a transition from bureaucratic organizations to decentralized structures, as governments faced increased pressure to do so. This was determined to be the case due to their research and implementation of these methodologies. According to Pinto (2013), a successful project is completed on time and within budget, meets all initial objectives, and is adopted and utilized by the clients who initially commissioned it. Pakistan, according to Ayodele and Alabi (2011), Kotangora (1993), and Osemenan (1987), continues to struggle with the abandonment, delay, or failure of development initiatives. In addition, Pakistan has one of the most excellent population growth rates among nations. The continued abandonment of construction projects and construction failures can negatively affect the constructed environment's aesthetics, as well as the value and development of real estate and the

economy. Despite this, the evaluation's findings are consistent with the stated objectives of the study.

This study has examined the factors that influence project management practices in Pakistan and how these factors contribute to the failure and abandonment of public and commercial construction projects. Pakistan was the focus of this research. Further discussion of these factors has served as a springboard throughout the research endeavor.

Modern project management tools, processes, and techniques are still being implemented in Pakistan's public sector. Due to this frequent lack of care, public structures deteriorate and are neglected. In addition, contractors frequently fail to fulfill their responsibilities regarding their budget, specifications, and deadlines. Projects that have been deemed to be fruitful. Spelman (1993) defines abandonment as "the intentional stopping of efforts related to a specific development project or maintenance activity with no intention of resuming progress within a predetermined timeframe" (*italics added*). Abandonment can refer to either a construction or maintenance endeavor.

This research aims to investigate the underlying factors that contribute to unsuccessful project management, assess the impact of those factors on project outcomes, and propose alternative solutions. The research is being conducted to enhance management practices and project success rates.

Literature Review

Since the inception of project management, there has been a rising interest in distinguishing between successful project completion, unsuccessful project completion, and project abandonment. There have been numerous investigations into the factors that lead to the project's failure. The project is deemed unsuccessful when a contractor fails to satisfy the client's expectations for the project's completion time, quality, or cost. In addition, Nzekwe et al. (2015), El-Sokhn and Othman (2014), and Othman (2013) all reach an identical conclusion. In addition, according to Otim et al. (2016), inadequate planning and ineffective resource management are common factors contributing to initiatives' failure. According to O'Flaherty (1993), a real estate development initiative can fail if the owner or developer does not provide adequate property maintenance management. This can contribute to the failure of the development endeavor as a whole.

While some endeavors are fruitful, others fall far short of their objectives. According to Cleland and Kocaoglu (1981), various forms of conflict develop throughout a project, which is why conflict management is integral to a project's successful completion. Since conflict resolution is a crucial aspect of project management, selecting a project manager with exceptional conflict resolution skills is essential. This is because a successful conflict resolution is necessary to achieve the objective. According to this methodology, Verzuh (2012) emphasizes the significance of appointing a project manager and implementing risk management techniques to reduce the likelihood of a project failing. One could argue that the success of a project depends not only on working with an experienced project manager and constructively resolving disagreements but also on considering a variety of other factors. It has been determined that there may be additional contributing factors.

The preceding explanation, which results in the successful completion of the project, has inspired academics to continue their quest for project completion criteria. The senior management of both the primary organization and the client organization, according to Kerzner (2013), is just as crucial to the success of a project as the project manager and the team they supervise. According to Stubb et al. (1994), achieving one's objectives in a given endeavor is contingent on various significant factors. These factors include having a precise definition and understanding of the project's mission and objectives, having the support of senior management, having effective project planning and control, consulting with the client

or user of the project, cultivating positive human relations, promoting effective communication, and possessing the required technical competencies. For a project to be successful, a competent team, a practical application of technology, and the implementation of backup plans are required.

Even though both public and private projects have the potential for success, it is unfortunate that project failure and abandonment are pervasive obstacles in Pakistan, particularly in the construction industry. This is particularly true within the construction industry. According to Osemenan (1987), Pakistan has become a dumping ground for abandoned and defunct Pakistani businesses worth billions of naira. Kotangora (1993) states that the Pakistani Federal Government has approximately 4,000 unfinished or abandoned initiatives. The total cost of these initiatives is estimated to exceed N300 billion, or approximately \$832 million. According to Nwachukwu and Emoh (2011), the real estate and construction industries are indispensable to the economies of all nations. During economic expansion, building and construction endeavors will typically increase. However, it is not uncommon for construction ventures and other endeavors to fail during a recession. The construction industry contributes significantly to a broad range of other industries. According to Ayodele and Alabi (2011), any deficiency or lacuna in providing this resource has repercussions for numerous industries. When development projects are canceled, the adjacent developed properties experience a decrease in value.

The poor quality of construction management in Pakistan has been attributed to various factors, with ineffective project management and oversight being the most prominent. Construction project monitoring is integral to the standard technique for acquiring construction services. Building professionals are confronting new challenges as the use of project management systems in construction projects becomes increasingly widespread. The ability of the project manager to effectively manage and control multiple areas, including personnel, time, money, and materials, as well as ensure strict adherence to quality and environmental standards, is crucial to the success of any construction project, whether it is conducted in the public or private sector. Monitoring significant multisectoral efforts in a developing country sheds light on the difficulties associated with continuous change.

According to Alinaitwa (2008), inadequate and in-depth feasibility analyses, insufficient oversight, and defective designs are the most common causes of project failure. According to Osman (2013) and Benjamin (2006), failing to manage the allocated finances for a project correctly can fail. Numerous factors could result in the failure of a project or the decision to abandon it. Among these factors are inflation causing large fluctuations, a lack of appropriate professional training, inadequate communication between the project team and the client or stakeholders, the source of project funding, inadequate monitoring and follow-up of project results, the poor performance of subcontractors, and difficulties with government bureaucracy. Other factors include contractor evaluations, poor planning and management, inflation causing significant fluctuations, a lack of appropriate professional training, and ineffective communication between the project team and the client or stakeholders. According to Otim, Alinaitwa, Tindiwensi, and Kerali (2016) and Akindoyeni (1989), project abandonment and construction failure in Pakistan can be attributed to various factors. This was discovered to be true in Pakistan. These include the client's death, the inability to obtain funds, and the advisor's lack of preparation. According to the findings of a 2009 study conducted by Idoro and Patunola-Ajayi, Pakistan's social and political systems and cultural barriers are obstacles to the successful planning and implementation of public sector projects.

In the academic literature, there are few explicit studies on the factors determining the success or failure of public or commercial construction projects in Pakistan. Most current research focuses on large-scale community initiatives conducted on a smaller scale. Numerous factors can significantly influence the success of an effort to enhance public

construction. There's a chance that some of these factors are project-specific, while others may have a broader application. For example, efficient project management requires strong leadership from the project manager, technical expertise within the project team, senior management support, clearly articulated goals and objectives, and well-articulated project planning and control systems. These elements apply to any endeavor, regardless of the discipline in which it is conducted. In addition, some individuals may identify with the organization's forward-thinking culture and practices. The current investigation does not provide any firm evidence regarding the relative significance of the identified criteria about public and commercial construction projects.

Material and Methods

The research design is an essential aspect of any study, as it specifies the overall plan and organization of the investigation. It serves as a map. This qualitative study examines the factors contributing to project management approaches' failure. This method comprehensively evaluates participants' project failure experiences, perspectives, and comprehensions. Purposeful sampling selects individuals with extensive project management knowledge or who have participated in unsuccessful initiatives. Participants in a project may include project managers, team members, stakeholders, and individuals with pertinent field experience. In-depth interviews consist of semi-structured interviews with appropriately selected individuals. The interviews aim to create an atmosphere in which participants feel secure discussing their experiences, concerns, and thoughts regarding project management failures. To elicit complete and detailed responses, we use open-ended inquiries. The identification of shared experiences and common themes associated with project management failures can be facilitated by group interactions. Thematic analysis was conducted by transcribing verbatim recorded interviews and focus group discussions. Thematic analysis is a method for identifying recurring patterns, themes, and insights regarding the factors that contribute to project management failures. The data are classified, categorized, and structured to understand the research issue comprehensively.

Furthermore, the researcher employs dependability criteria to ensure the integrity and dependability of the research findings. Several procedures are utilized in research, including member verification, peer debriefing, and audit trailing. Member checking is the procedure of submitting research findings to participants for confirmation. Peer debriefing involves peers discussing interpretations. Audit tracking is documenting the research process's decisions and actions. The researcher actively engages in reflexivity throughout the research process by carefully evaluating their biases, assumptions, and prejudices. It is crucial to be aware of the researcher's impact on data interpretation to guarantee the findings' validity.

By obtaining informed consent from all participants, the study ensures compliance with ethical standards. During the investigation, all participant information were kept confidential and anonymous. We had obtain approval from the appropriate institutional review bodies and disclose any potential conflicts of interest. Qualitative research recognizes limitations, such as tiny sample sizes and context-specific conclusions. To provide a clear picture of the scope of the study and the potential relevance of the findings, it is vital to acknowledge limitations explicitly. The qualitative study investigates the causes of project management failures in depth using thematic data. The conclusions are supported by direct quotations and pertinent excerpts from the participants' responses. The qualitative research findings will generate ideas for addressing project management obstacles.

**Table 1
Analysis**

Major Themes	Sub Themes	Codes
Inadequate & insufficient resources	Inadequate administration and planning plague the region.	<ul style="list-style-type: none"> • The provided project scope definition is insufficient. • Risk assessment alone is insufficient. • There is insufficient resource allocation. • There are insufficient backup strategies. • Participation by stakeholders and effective communication are essential components of any successful endeavor. • The members of the project team have difficulty communicating with one another. • A variety of circumstances can damage stakeholder relations. • These flaws can hinder an organization's communication and collaboration with its constituents. • To establish and maintain trust, it is essential to identify and address these defects. • The absence of stakeholder participation and buy-in is a significant concern. • There appears to be confusion regarding the goals and objectives of the endeavor.
Role of administration	Leadership and management are distinct but interrelated concepts.	<ul style="list-style-type: none"> • Management is the coordination and administration of resources, whereas leadership is the ability to inspire and direct a group of people toward a single objective. • The team managing the endeavor is incompetent. Ineffective decision-making procedures exist. • There is insufficient coordination and monitoring of the undertaking. • Team chemistry and collaboration are essential for effective cooperation. • Insufficient collaboration and cooperation exist. • Interpersonal conflicts are conceivable among group members.
Lack of skills & expertise	Inadequate project management Expertise and abilities.	<ul style="list-style-type: none"> • A lack of clarity in positions and responsibilities is one of the most significant challenges businesses face. • Individuals may not completely comprehend what is expected or who is responsible for specific responsibilities, resulting in confusion and inefficiency within teams. • Change management and organizational adaptability are crucial components. • They require the ability to navigate and acclimate to changes in the corporate environment successfully. • Change resistance is a common issue encountered by businesses. • Inability to adapt to unforeseen conditions. • The strategy for project management is rigorous. • Inadequate strategies for managing change.
External and environmental factors	The project crew has a negative external impact	<ul style="list-style-type: none"> • Foreign economic or market fluctuations. • Legal and regulatory developments affect the undertaking. • Political and social factors can have a significant impact on the results of an undertaking. • Unpredictable occurrences, such as natural disasters and pandemics, may occur anytime. • The needs and expectations of stakeholders must be considered. • The project's objectives do not align with the stakeholders' expectations. • Understanding the needs and preferences of the development stakeholders
Lack of decision	The project requirements are	<ul style="list-style-type: none"> • Managing contradictory stakeholder demands can be extremely challenging. • Resource limits are restrictions or boundaries imposed on the availability or consumption of resources.

	<p>Ambiguous or constantly altering.</p>	<ul style="list-style-type: none"> • Real property is one form of resource. • Our budget is a limiting factor. • There is a shortage of both labor and leisure. • Access to technology or equipment can present challenges or restrictions. • Problems with suppliers or contractors. • Every initiative and program must incorporate monitoring and evaluation. • These procedures involve collecting and analyzing data to assess the projects or program's progress, efficacy, and influence.
<p>Lack of evaluation</p>	<p>The progress of the project is not being adequately monitored.</p>	<ul style="list-style-type: none"> • There are no performance evaluation procedures in effect. • Failure to identify early warning signs of project risks a dearth of exchanged experience and learned lessons. • Culture and support within the organization are being considered. • Lack of organizational support for project management methods • A culture of project prioritization is lacking. • As a strategic function, project management is not sufficiently recognized. • The upper management lacks a consistent commitment to the project's success.

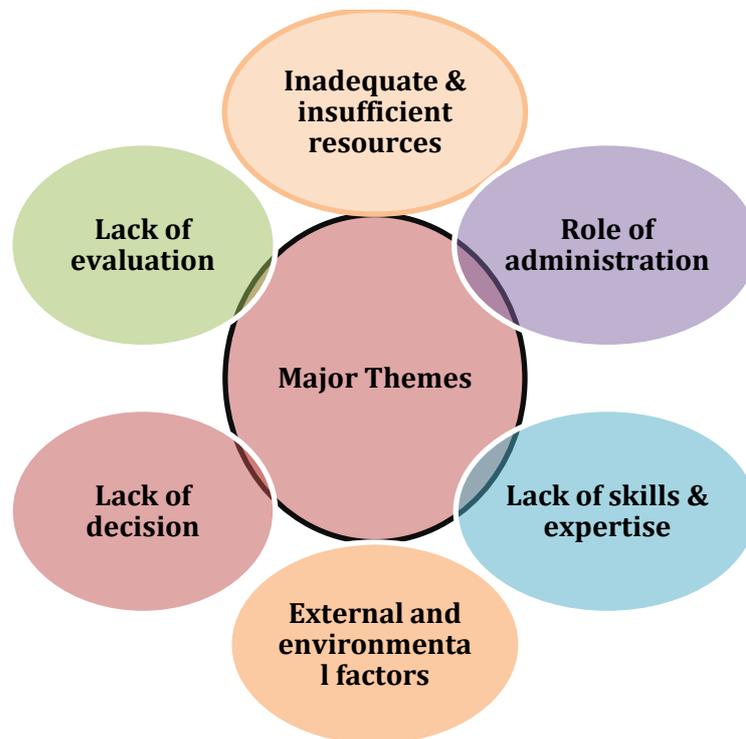


Figure 1.1 depicts the major themes extracted from thematic analysis

Discussion

The qualitative research project's "Assessing the Factors behind the Failure of Project Management Practices" findings reveal several themes and codes that shed light on the complex obstacles that lead to project failure. This discussion analyzes the themes and codes in the context of previous studies and research, presenting data demonstrating the importance of these factors in unsuccessful project management.

Theme: 1 Poor project scope definition, risk assessment, resource allocation, and lack of contingency planning have all been linked to project failure. According to a study by Flyvbjerg et al. (2003), inadequate planning and improperly delineating the project's scope are the leading causes of cost and schedule overruns. Moreover, Kerzner (2017) emphasizes

the importance of effective risk management to complete a project. It has been hypothesized that inadequate risk assessment can result in unanticipated problems during project implementation.

Theme 2: Effective communication and participation from all relevant stakeholders are essential to the success of an endeavor. According to a 2011 study by Meredith and Mantel, poor communication between project team members can result in misunderstandings, contributing to project delays and increased costs. Similarly, Turner et al. (2016) emphasize the importance of gaining the support and participation of stakeholders. According to them, insufficient participation from project stakeholders can result in opposition to the project's implementation. There is a distinction between management and leadership, but the two are interdependent. Leadership is the capacity to inspire and direct a group toward the achievement of a common objective, whereas management is the process of coordinating and allocating available resources.

Theme 3: Several factors can contribute to the failure of a project, including ineffective project leadership, a lack of project management skills, poor decision-making, and poor project coordination. Crawford determined in a 2015 study that competent project leadership is essential for the success of a project. Given this, it is evident how crucial it is to have qualified project administrators. In addition, the Project Management Institute (PMI, 2017) emphasizes the importance of making logical decisions and coordinating project efforts to achieve a project's objectives. Cooperation and teamwork are essential for achieving an objective. According to the results of a 2004 study conducted by Below and Gouvreau, collaborative project teams typically demonstrate improved project performance. In addition, Guido and Clements (2014) also discovered that having clearly defined roles and effectively delegating responsibilities improves the relationships between project team members, leading to better project outcomes.

Theme 4: The change administration and an organization's adaptability are essential. They must be able to effectively navigate and adapt to changes in the business environment in which they operate. Change management and adaptability are indispensable abilities for project workers in dynamic environments. According to Hayes's (2018) findings, organizational resistance to change may impede the progress of a project. One of the most essential aspects of project management, according to Biesenthal and Wildermann (2015), is the ability to adapt to changing requirements and unforeseen events. Various extraneous factors, such as changes in the applicable legal and regulatory framework, market fluctuations, and unanticipated events, can substantially impact the viability of a project. An investigation conducted by PwC (2018) revealed that external factors are frequently responsible for project delays and cost overruns. To ensure the success of an endeavor, it is essential to have a thorough comprehension of and an effective strategy for managing these external factors.

Theme 5: The success of a project must ensure that the project's objectives align with the expectations of all stakeholders. According to Engwall (2017), managing stakeholders' fluctuating desires and preferences is a continuous process. Project managers must take the initiative to successfully manage changing requirements and ensure that all project deliverables are congruent. The utmost number of resources that can be assigned or utilized within a given system is known as the resource limit. These conditions are made mandatory. Factors such as limited financial resources, insufficient time and labor resources, and conflicts with suppliers or contractors can impede the execution of a project significantly. According to research conducted by Atkinson in 1999, limited access to resources almost always has a negative effect on the overall quality of initiatives and the outcomes they generate. Monitoring and analysis must be integral to every single initiative and program. They require the systematic collection and analysis of data to evaluate the projects or program's development, efficiency, and effectiveness.

Theme 6: There is a chance that the early identification and mitigation of risks will be hindered if insufficient project progress monitoring and a lack of performance evaluation instruments are utilized. According to Mir and Pinnington (2014), effective monitoring and evaluation techniques must be implemented to achieve the objective of continuous development in project management. The effectiveness of project management is highly dependent on the presence of two crucial factors: an encouraging business culture and the commitment of senior management to the achievement of the project's objectives. According to Cooke-Davies (2002), the presence of a healthy organizational culture is essential for the completion of a given mission. According to the analysis findings, a completion-focused culture is essential for ensuring the success of initiatives.

According to the results of the thematic analysis, several factors contribute to the unsuccessful administration of the project. These results are consistent with those of previous investigations and studies. To effectively address these challenges, it is necessary to enhance planning, communication, leadership, collaboration, change management, adaptation, stakeholder management, resource management, monitoring, and organizational support. Addressing these obstacles can generate excellent project results and make project management more enjoyable overall. To optimize project success rates and delivery, it may be advantageous for businesses first to recognize and address these characteristics.

Conclusion

The paper concludes by identifying the primary causes of unsuccessful project management and providing recommendations for increasing the proportion of successful projects. By recognizing these challenges and implementing the suggested solutions, businesses can strengthen their project management processes, substantially reduce the number of failed projects, and achieve other project objectives. In conclusion, the findings of this study contribute to the ongoing improvement of project management techniques and to the development of a culture that prioritizes the efficient execution of projects across a variety of industries and contexts.

During this analysis, several themes emerged, including inconsistency in planning and scope management, communication and stakeholder engagement, leadership and management, team dynamics and collaboration, change management and adaptability, external factors and the environment, stakeholder requirements and expectations, and resources. Constraints, monitoring and evaluation, business culture, and assistance are all crucial factors that must be considered. According to the results of a study, employing effective project management strategies is crucial for achieving successful project outcomes. Delays in project completion, financial overruns, and dissatisfied stakeholders can all be directly attributable to inadequate planning, poor communication, and ineffective management. In addition, the research highlights the importance of adaptation, the management of stakeholder interests, and the provision of organizational support to confront external challenges and effectively attain project objectives.

Recommendations

- To enhance project planning and scope management, it is essential to establish project scope priorities, conduct exhaustive risk assessments, and allocate resources effectively. This will aid in elucidating the endeavor and reduce any uncertainty that may have existed. The administration of a project must incorporate scenario planning to adequately prepare for unanticipated events and minimize their impact on the project's final results.
- Create open and efficient communication channels between project team members and stakeholders to improve communication and stakeholder engagement. It is crucial to

actively involve stakeholders in the project's planning and decision-making processes to maintain their support and buy-in throughout its duration.

- To enhance leadership and management, investing in the training and development of project management is imperative. This will ensure that project managers have the necessary knowledge and abilities to fulfill their responsibilities. Any organization's top priority should be to encourage making sensible decisions and develop solid project coordination and supervision procedures.
- Establishing a culture of collaboration within the team and encouraging all project members to collaborate can be an effective method for fostering positive team dynamics and fostering collaboration. It is essential to confront interpersonal issues as soon as they arise if they are to be resolved effectively. Additionally, describing each participant's duties and responsibilities as precisely as feasible is essential.
- It is impossible to effectively complete projects without embracing change management and adaptability. Developing effective methods for managing change will aid in overcoming resistance and facilitating a seamless execution transition. The uttermost importance is developing the ability to adapt one's behavior in response to unforeseen events and shifting project requirements.
- Implementing project monitoring and performance evaluation techniques is crucial to identify potential hazards early on and implement solutions. To continuously improve project management processes, you should cultivate a culture that encourages learning from completed projects in the past.
- In addition to the project's environment, external influences must also be considered. Being proactive and vigilant when regulating external conditions that may impact the endeavor is paramount. Developing contingency plans to respond effectively to altering market conditions, new regulations, and unanticipated events is crucial.
- Ensure that the requirements and expectations of stakeholders are aligned by reviewing and aligning the project's objectives with the stakeholders' expectations regularly. To increase the likelihood that a project will be successful, it is imperative to account for stakeholders' ever-changing requirements and preferences.
- To surmount limitations imposed by the availability of resources, it is essential to optimize resource allocation and budget management. Suppliers and contractors must establish relationships to guarantee that a project will be carried out efficiently.
- To effectively cultivate a supportive organizational culture, the organization must adopt a project-focused mindset. To achieve this objective, it is necessary to recognize and value the strategic importance of project management. Upper management must demonstrate their commitment to the project and provide the project team with the necessary resources to succeed.

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