UNIVERSITY OF LUSAKA

SCHOOL OF POST-GRADUATE STUDIES

DEVELOPING A FRAMEWORK TO MITIGATE PROJECT IMPLEMENTATION FAILURE

: THE CASE OF GLOBEX CORPORATION LIMITED

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTERS DEGREE IN MASTER OF SCIENCE IN PROJECT MANAGEMENT

BY

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DECLARATION

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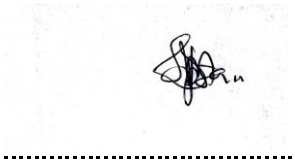

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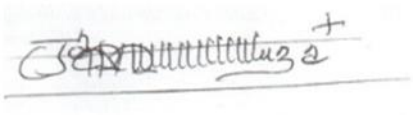

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DEDICATION

I dedicate this work to my darling husband Brain N. Nalishuwa who incited this journey, believed I could do it and encouraged me all the way.

ACKNOWLEDGEMENTS

Primarily, I would love to thank God for being able to complete this work with success. Secondly, I want to acknowledge my husband Brain Nalishuwa, for being by my side throughout this journey. Honey, you have provided your time, resources, your love and unending support and very often a very needed push whenever it seemed I let the ball down and for that I am truly grateful.

My sister Chimuka Mapesa and my parents Sally and Justin Mapesa, you never stopped pushing and furnishing me with your words of encouragement, I thank you.

My gratitude also goes to my supervisor Dr. Jason Mwanza for his unwavering guidance. Dr. thank you for your input in making my work a success; for your constructive criticism and efficient and timely guidance throughout this research.

Lastly, to my friend Uchizi, thank you for your input in making my work a success. For taking time to scan through my work, quiz me where you thought the work was unclear and just give me the motivation needed to get the job done. Friend, thank you!

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ABSTRACT

This study aimed to develop a comprehensive framework to mitigate project implementation failures, focusing on large-scale infrastructure projects at Globex Corporation Limited, specifically the External Power Reticulation Project. The research sought to identify key factors contributing to project failures, evaluate the effectiveness of current project management practices, and propose a framework to address the challenges faced during project implementation. A qualitative research methodology was employed, utilizing in-depth interviews with 15 participants involved in the project to gather insights. Thematic analysis of the interview data revealed several key factors contributing to project failures, including poor planning, resource mismanagement, communication breakdowns, and inadequate risk management. These issues were exacerbated by ineffective project monitoring and insufficient stakeholder involvement, which led to delays, cost overruns, and misaligned expectations. Despite these challenges, the study also found that early planning and strong project management strategies were effective at the outset, although they faltered during the execution phase. Based on these findings, the study proposed a comprehensive framework consisting of four key components: stakeholder involvement, risk management strategies, communication structure, and adaptive project management practices. The framework emphasized the need for continuous stakeholder engagement, proactive risk management, structured communication channels, and flexible project management to improve project outcomes. The research recommended that organizations adopt these practices to enhance the success rates of large-scale infrastructure projects, ensuring better resource allocation, timely delivery, and minimized project risks.

Keywords: Project Implementation Failure, Large-Scale Infrastructure Projects, External Power Reticulation Project, Globex Corporation Limited, Project Management, Risk Management, Stakeholder Involvement, Communication Breakdown, Resource Mismanagement.

LIST OF ACRONYMS AND ABBREVIATIONS

EPMS - Effective Project Management Strategies

IPM - Ineffective Project Monitoring

RA - Resource Allocation

SC - Stakeholder Communication

RMS - Risk Management Strategies

SI - Stakeholder Involvement

APM - Adaptive Project Management

CB - Communication Breakdown

RM - Resource Mismanagement

PP - Poor Planning

CS - Communication Structure

PM - Project Management

PMP - Project Management Practices

GDP - Gross Domestic Product

ICT - Information and Communication Technology

GCL - Globex Corporation Limited

SLA - Service Level Agreement

PRINCE2 - Projects IN Controlled Environments, version 2

ISO - International Organization for Standardization

R&D - Research and Development

CHAPTER ONE

INTRODUCTION

1.0 Introduction to Chapter One

Chapter One provides an overview of the study by establishing the research background, problem statement, objectives, and research questions. It highlights the significance of addressing project implementation failures, particularly in large-scale infrastructure projects at Globex Corporation Limited. The chapter introduces key concepts such as project management, stakeholder involvement, risk management, and communication structures, which are central to understanding project execution challenges. Additionally, it outlines the study's scope, defines key terms, and presents the dissertation structure to provide a clear roadmap for the research.

1.1 Introduction to the study

Project implementation failure is a persistent challenge faced by organizations worldwide, with significant implications for time, cost, and quality. According to Cerpa and Verner (2009), poorly managed projects, coupled with ineffective planning and execution, are the leading causes of project failure. These failures often stem from a lack of clarity in project objectives, unrealistic timelines, scope creep, and insufficient risk management strategies (Meredith & Mantel, 2014). Globex Corporation Limited, like many other organizations, has faced setbacks in successfully implementing projects due to a range of factors, including poor planning, ineffective leadership, and limited resources. This research seeks to develop a comprehensive framework to mitigate project implementation failure within Globex Corporation, ensuring improved project outcomes and long-term organizational success.

Effective project implementation requires a structured approach that integrates robust planning, efficient communication, and proactive risk management. The Project Management Body of Knowledge (PMBOK) Guide (2013) emphasizes the importance of clearly defined goals, stakeholder engagement, and resource allocation in achieving project success. However, studies have shown that issues such as poor corporate governance, unrealistic expectations, and inadequate leadership often hinder project implementation (Kappelman, 2006). Addressing these challenges is critical, as failed

projects not only result in financial losses but also erode stakeholder confidence and organizational reputation. By analyzing the specific challenges faced by Globex Corporation Limited and drawing on best practices in project management, this research aims to propose a strategic framework that enhances project planning, execution, and evaluation. The study will contribute to the growing body of knowledge on project management and provide actionable insights for practitioners seeking to optimize project implementation processes.

This chapter outlines the background of the study, the research problem, and the objectives of the study. It also provides a statement of the problem, outlines the research questions, and discusses the significance and scope of the study. Finally, key terms are defined to provide clarity on their usage throughout the study.

1.2 Background to the study

The issue of project implementation failure is prevalent across various industries, especially in the construction and infrastructure sectors, where the complexity and scale of projects can lead to significant challenges. Globex Corporation Limited, a prominent player in Zambia's infrastructure development sector, has faced repeated challenges with project execution, particularly in large-scale projects like the External Power Reticulation Project. The project, aimed at improving power distribution infrastructure to support new developments in the Kafue District, has faced numerous setbacks, ranging from budget overruns to delays in completion. These issues highlight the broader concerns of poor project management and failure to adhere to planned timelines, which are common in infrastructure projects globally (Kerzner, 2017). The causes of project implementation failure are often multifaceted and can include a lack of clear project planning, ineffective communication, inadequate risk management, and failure to align stakeholder expectations.

The External Power Reticulation Project is of critical importance for the growth of the Kafue District and aims to provide reliable power infrastructure for new residential and commercial developments. The project involves the installation of transformers, underground cables, electrical poles, and other key components required for the expansion of the local power grid. However, it has suffered from frequent delays,

misalignment of project goals, and poor resource allocation, resulting in increased costs and missed deadlines. These setbacks have not only delayed the expected power supply to new developments but have also strained relationships with stakeholders, including clients, contractors, and government agencies (Turner, 2014). The poor performance of the project has underscored the need for more effective project management practices, especially in the area of coordination between multiple contractors and the integration of complex technical systems.

Project failure in large infrastructure projects like the External Power Reticulation Project can be largely attributed to weak project management frameworks, which are often unable to predict and mitigate risks effectively (Meredith and Mantel, 2014). Effective project management requires a combination of clear communication, realistic scheduling, and robust risk management strategies to ensure project success. However, as observed in the External Power Reticulation Project, the lack of a coherent framework for monitoring and evaluating progress has led to significant delays and a failure to meet set objectives. It is critical that Globex Corporation and similar organizations adopt comprehensive project management strategies to identify potential issues early in the project lifecycle and mitigate their impacts.

The IRCA (Ideally, Reality, Consequences, and Aim) framework offers a valuable tool for understanding and addressing project implementation failures. The "Ideally" component of the IRCA framework refers to the optimal scenario in which the project is executed according to plan, on time, within budget, and meeting all specified quality standards. For the External Power Reticulation Project, the ideal situation would see the timely completion of the installation of the power infrastructure without any delays or cost overruns, which would directly support the growing demand for power in Kafue. The "Reality" component of the framework, however, highlights the gap between this ideal scenario and the actual situation on the ground, where issues like resource constraints, poor coordination, and unforeseen technical problems have resulted in the failure to meet project timelines and budgetary limits (Pinto, 2019).

The "Consequences" section of the IRCA framework emphasizes the negative outcomes associated with project failure. In the case of the External Power Reticulation Project, the

consequences include financial losses, strained relationships with clients and subcontractors, and delays in providing essential power infrastructure for development. The longer these issues persist, the more damaging they become, potentially undermining the reputation of Globex Corporation and affecting future project opportunities. Therefore, understanding these consequences is crucial for identifying the key drivers of failure and finding appropriate solutions.

The final component of the IRCA framework is the "Aim," which refers to the intended solutions to address the identified problems. In the context of this study, the aim is to develop a comprehensive framework that can guide Globex Corporation in mitigating project implementation failure, particularly for large-scale infrastructure projects like the External Power Reticulation Project. The framework will focus on improving project planning, communication, resource allocation, and risk management to ensure timely and successful project delivery.

This study seeks to contribute to the body of knowledge on project implementation failure and offer a structured approach to improving project management practices at Globex Corporation.

1.2 Statement of the Problem

Project implementation failures are a persistent challenge in large-scale infrastructure projects, often leading to delays, cost overruns, resource mismanagement, and stakeholder dissatisfaction. Existing research highlights that ineffective project planning, weak risk management, and poor stakeholder engagement are among the primary causes of project failure in both public and private sectors (Kerzner, 2017; PMI, 2021). Studies further indicate that structured project management frameworks, proactive risk assessment, and continuous stakeholder involvement can significantly improve project outcomes (Turner, 2016).

Despite this knowledge, the extent to which these factors contribute to project failures within Globex Corporation Limited, particularly in the execution of the External Power Reticulation Project, remains unexplored. While general project management principles are well-documented, there is limited research on their specific applicability in the Zambian infrastructure sector and how tailored strategies can mitigate failures in this

context. Additionally, existing studies do not provide a comprehensive framework that integrates stakeholder engagement, communication structures, risk mitigation, and adaptive project management practices into a unified approach for improving project success rates.

This study seeks to bridge these gaps by identifying the key factors contributing to project implementation failures at Globex Corporation Limited, evaluating the effectiveness of current project management practices, and developing a structured framework to address these challenges

1.3 Research Objectives

The general objective of the study is to develop a framework to mitigate project implementation failures in large-scale infrastructure projects, focusing on the External Power Reticulation Project at Globex Corporation Limited.

1.3.1 Specific Objectives

i. To determine the key factors contributing to project implementation failure in the External Power Reticulation Project at Globex Corporation Limited.
ii. To evaluate the effectiveness of the current project management practices in mitigating implementation failures in the External Power Reticulation Project.
iii. To propose a comprehensive framework to address project implementation challenges and improve the success rate of future projects at Globex Corporation Limited.

1.4 Research questions

i. What are the key factors contributing to project implementation failure in the External Power Reticulation Project at Globex Corporation Limited?
ii. How effective are the current project management practices in mitigating implementation failures in the External Power Reticulation Project?
iii. What framework can be proposed to address project implementation challenges and improve the success rate of future projects at Globex Corporation Limited?

1.5 Significance of the Study

The significance of this study lies in its potential to improve the success rate of projects at Globex Corporation Limited, particularly in addressing the challenges faced during the implementation of projects such as the External Power Reticulation Project. This is crucial for ensuring that future projects are completed on time, within budget, and to the required quality standards. The findings of the study will not only benefit Globex Corporation Limited by streamlining project execution but also contribute to the broader field of project management in the Zambian context, offering a framework that can be adapted by other organizations facing similar challenges.

Furthermore, the study will have practical implications for the industry by providing a detailed framework to mitigate project implementation failures, which could serve as a model for other organizations involved in large-scale infrastructure projects. By focusing on specific challenges encountered during the External Power Reticulation Project, this research will also assist in refining project execution strategies and risk management practices. In the long run, the outcomes of the study will contribute to the broader goal of fostering sustainable development in the energy sector, improving stakeholder relationships, and ensuring the timely and successful delivery of critical infrastructure projects.

1.6 Scope of the Study

The scope of this study is focused on investigating the causes of project implementation failure at Globex Corporation Limited, with particular emphasis on the External Power Reticulation Project at the proposed Hillview Estate Development. The study will explore various factors that contribute to project failure, such as poor planning, resource allocation, risk management, and communication challenges. It will also assess the effectiveness of the current project management practices at Globex Corporation Limited and propose a framework to mitigate these failures in future projects. The research will be limited to the case of Globex Corporation Limited and will not extend to other companies or projects in the energy sector.

1.7 Definitions of key terms

Project Implementation Failure: This refers to the inability to successfully execute a project within the agreed-upon time, budget, and scope, resulting in unmet objectives or suboptimal outcomes (Kerzner, 2017). In the context of Globex Corporation Limited, project implementation failure is characterized by delays, cost overruns, poor quality deliverables, and missed deadlines that hinder project completion and organizational goals (PMI, 2021).

Framework: A structured approach or model designed to address a specific issue or problem. In this study, the framework refers to a set of guidelines and strategies aimed at preventing or mitigating project implementation failure by improving project planning, risk management, communication, and resource allocation (Turner, 2016).

External Power Reticulation Project: A project aimed at the installation and management of electrical infrastructure for the proposed Hillview Estate Development. The project involves tasks such as site preparation, electrical works, procurement of materials, and the erection of power poles and transformers, all crucial for providing external power to the development (Meredith & Mantel, 2014).

Project Management: The discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. It involves coordinating various aspects of a project, including scope, schedule, cost, quality, and communication to ensure the project is delivered as planned (PMI, 2021).

Risk Management: The process of identifying, assessing, and controlling potential risks that may affect the successful execution of a project. Effective risk management is essential for mitigating project implementation failure by addressing potential issues before they disrupt project progress (Hillson & Simon, 2020).

Stakeholders: Individuals or groups that have an interest or stake in the outcome of a project. In this study, stakeholders include project managers, clients, contractors, subcontractors, suppliers, and any other entities involved in or impacted by the project.

Project Performance: The measure of how well a project is progressing in relation to its defined objectives, timelines, costs, and quality standards. Project performance is often

evaluated through various metrics, including adherence to schedule, budget, and scope (Atkinson, 1999).

Project Planning: The process of defining project objectives, determining the steps needed to achieve those objectives, and organizing resources, schedules, and activities to complete the project successfully (Kezner, 2022). Effective planning is a critical factor in preventing project implementation failure.

Effectiveness of Project Management Practices: For the purpose of this study, effectiveness is defined as the ability to achieve the desired project outcomes. Kezner, (2022) highlights that the extent to which project planning, execution, monitoring, and closure processes contribute to achieving project objectives within scope, time, cost, and quality constraints determine the effectiveness of a project. This can be evaluated through the successes and/or the failures in the project.

1.8 Dissertation outline

The study is structured into six chapters, each addressing a specific aspect of the research. The first chapter provides an overview of the research by outlining the problem statement, objectives, and research questions while establishing the significance of mitigating project implementation failure at Globex Corporation Limited. It introduces the External Power Reticulation Project and defines key concepts, forming the foundation of the dissertation. The second chapter presents a literature review on project implementation failure and mitigation strategies, examining theoretical frameworks such as risk management, stakeholder management, and project performance. It incorporates previous studies and case examples to identify common causes of project failure, particularly in construction and infrastructure projects, while exploring methods for improving project outcomes. Chapter three details the research methodology, describing the study's mixed-methods approach, which integrates both qualitative and quantitative research methods for data collection and analysis. It explains the research strategy, sampling techniques, data collection methods, and ethical considerations. Chapter four presents the findings from the data collected, structuring the results around research questions and objectives. Both qualitative and quantitative data are analyzed and displayed using tables, charts, and thematic analysis to provide a clear understanding of

the factors contributing to project implementation failure. The fifth chapter interprets and discusses the findings in relation to existing literature, analyzing the causes of project failure and the effectiveness of current project management practices at Globex Corporation Limited. It evaluates how the proposed framework can mitigate project failures while linking the discussion to the research objectives. The final chapter summarizes the key findings, revisits the research objectives, and provides recommendations for improving project management practices at Globex Corporation Limited. It suggests areas for further research to enhance project success and offers insights into broader applications of the findings in similar contexts.

1.9 Chapter Summary

Chapter One introduces the study on mitigating project implementation failure at Globex Corporation Limited. It highlights the persistent challenges organizations face in managing projects effectively, citing factors such as poor planning, ineffective leadership, and inadequate risk management as key contributors to project failure. The chapter outlines the purpose of the research, which is to develop a framework for improving project outcomes at Globex Corporation. It also presents the research problem, objectives, and questions, and discusses the significance and scope of the study. Additionally, key terms used in the research are defined to provide clarity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter Two provides a comprehensive review of existing literature relevant to the study of project implementation failure and strategies to mitigate it. The chapter explores key factors contributing to project failure, including poor planning, lack of leadership, and insufficient risk management. It also examines theoretical frameworks and best practices in project management, drawing on previous research to identify solutions for improving project implementation processes. This literature review forms the foundation for developing a framework tailored to addressing the specific challenges faced by Globex Corporation Limited.

2.1 Theoretical Literature Review

2.1.1. The Project Management Body of Knowledge (PMBOK) Guide

The Project Management Body of Knowledge (PMBOK) Guide, published by the Project Management Institute (PMI), is one of the most widely recognized and applied frameworks for managing projects across various industries worldwide. This guide presents a standardized approach to project management, offering a structured methodology that incorporates key processes such as project initiation, planning, execution, monitoring and controlling, and project closure (PMI, 2013). Central to the PMBOK is the integration of knowledge areas like scope, time, cost, quality, human resources, communication, risk management, procurement, and stakeholder management. These processes work cohesively to ensure that projects are completed on time, within budget, and to the required quality standards.

In the context of this study, the PMBOK Guide is highly relevant because it provides a comprehensive, systematic approach to mitigating project implementation failure. Through its emphasis on planning and risk management, the PMBOK offers valuable insights into identifying and addressing potential challenges before they lead to project delays or failure. Specifically, the focus on stakeholder management, resource allocation,

and effective communication is key to addressing the root causes of project failure at Globex Corporation Limited. By incorporating the PMBOK's best practices, this study will propose a robust framework that guides the planning, execution, and monitoring stages of projects to ensure alignment with organizational goals, better stakeholder engagement, and a more proactive approach to risk mitigation. The application of the PMBOK's processes will help reduce common project pitfalls such as scope creep, miscommunication, and resource mismanagement, thus improving the likelihood of successful project delivery at Globex.

2.1.2. The Theory of Constraints (TOC)

The Theory of Constraints (TOC), developed by Goldratt (1990), is a management philosophy focused on identifying and addressing the limitations that hinder organizational performance, particularly within the context of project management. TOC posits that in any system, there is always one constraint, or bottleneck, that limits the system's overall output. To achieve improvement, organizations must identify and alleviate these constraints. The theory emphasizes that by focusing on the most critical limitation, resources can be optimized to improve overall performance and throughput (Goldratt, 1990). In project management, these constraints could include limited resources, insufficient manpower, inefficient processes, or ineffective communication, all of which contribute to project delays or failure.

The relevance of TOC to this study is significant, particularly for Globex Corporation Limited, where identifying key project bottlenecks can directly enhance project performance. In the case of Globex, there may be operational bottlenecks such as resource shortages, delays in procurement, or poor coordination between departments, which can lead to project delays and cost overruns. By using TOC, the organization can identify these constraints and implement targeted solutions to remove them, improving project flow and ensuring timely completion. For instance, if poor communication between departments is a primary constraint, the implementation of better communication protocols or project management software could eliminate this bottleneck. Moreover, TOC offers the opportunity for continuous improvement, as it promotes ongoing identification and management of constraints throughout the project lifecycle. This aligns

with the goal of this study to develop a framework that addresses not only the initial causes of project failure but also builds a sustainable model for project management that adapts to evolving challenges.

2.1.3. The Contingency Theory

Contingency Theory, developed by Lawrence and Lorsch (1967), asserts that there is no one-size-fits-all approach to management and organizational practices. Instead, the most effective management practices depend on the specific context, environment, and situation in which they are applied. According to this theory, factors such as organizational structure, external environmental conditions, and project-specific challenges must be considered when developing management strategies (Lawrence & Lorsch, 1967). In the context of project management, Contingency Theory suggests that different projects require different management approaches, based on factors like project complexity, resources available, organizational culture, and the external environment in which the project is operating.

For Globex Corporation Limited, Contingency Theory is crucial as it allows the organization to tailor project management practices to the unique characteristics of each project, such as the scale, resources, and risks involved. This flexibility is particularly important in the dynamic and resource-constrained environment in which Globex operates. Projects may vary greatly in terms of complexity, timeline, and external conditions such as market fluctuations or regulatory changes. By integrating Contingency Theory into the proposed framework, the study will ensure that Globex's approach to project management remains adaptable and responsive to the varying demands of each project. This ensures that project managers have the flexibility to implement the most appropriate strategies, whether it involves using agile project management methods for fast-moving projects or more traditional approaches for long-term, large-scale projects. The contingency approach will enhance Globex's ability to manage projects effectively, minimize failure risks, and ultimately achieve project success through context-specific solutions.

2.2 Empirical Literature

2.2.1 Global Perspective

Project implementation failure is a widely researched issue that impacts various industries across the globe. Studies consistently highlight poor planning, mismanagement of resources, and ineffective risk management as some of the most significant causes of project failure. According to Cerpa and Verner (2009), global project failures are often attributed to poor communication, lack of clarity in project goals, and insufficient stakeholder involvement. Their study, which examined 150 failed projects across different sectors, utilized regression analysis to identify common patterns in project management failures. Their findings pointed to a strong correlation between early planning shortcomings and project failure, emphasizing the importance of a structured project management process from initiation to closure. Similarly, a study by Pinto and Slevin (1987) conducted across large-scale construction projects found that the lack of proper stakeholder engagement and continuous monitoring significantly contributed to the failure of many projects. Their cross-sectional survey of 200 construction managers underscored the need for consistent project controls and risk mitigation strategies throughout the project lifecycle.

Further, global research by KPMG (2015) revealed that 70% of global projects fail to meet their objectives, particularly in industries such as IT and construction. Their mixed-methods study, which included surveys and interviews, found that failure was primarily due to factors such as unclear project scope, poor governance, and lack of alignment between project goals and business objectives. The study emphasized the importance of a clear, well-defined project scope and continuous alignment of project goals with organizational objectives. In addition, a study by Meredith and Mantel (2014) analyzed failed projects in multiple industries using case study research. They concluded that inadequate project planning, lack of risk management, and poor communication channels between project teams and stakeholders were pervasive issues that led to project delays and failures across different countries and industries. These findings underscore the need for improved communication and thorough project planning to minimize the risk of failure in global projects.

Additionally, the role of leadership in project failure has been extensively researched. A study by Turner and Müller (2005) examined the link between leadership styles and project success across Europe, North America, and Asia. The study used a quantitative survey design to gather data from over 200 project managers. Their findings indicated that poor leadership, characterized by a lack of vision and ineffective decision-making, was a key factor contributing to project failure. The study also highlighted that project managers who possessed strong leadership skills and who were able to motivate and align their teams had higher success rates in implementing projects.

2.2.2 African Perspective

In Africa, project implementation failure is often compounded by socio-economic challenges, limited resources, and political instability. Research on African projects suggests that these factors contribute significantly to delays and inefficiencies in project implementation. A study by Akinyemi and Ganiyu (2017) in Nigeria examined the causes of project failure in the construction industry. The study, which combined qualitative interviews and quantitative surveys, found that corruption, poor project management practices, and lack of political support were primary reasons for project failure. In addition, the authors identified that inadequate infrastructure, including unreliable electricity and poor road networks, also hindered the success of construction projects. This highlights the importance of addressing both technical and socio-political factors to mitigate failure risks. Similarly, Haider et al. (2014) found that in South Africa, construction projects frequently failed due to poor risk management and lack of proper stakeholder engagement. Their mixed-methods study, which included interviews with over 100 construction project managers, emphasized the need for better communication and alignment of goals between contractors, suppliers, and project owners to improve project outcomes.

In another study by Osei-Tutu et al. (2020) in Ghana, the authors explored factors influencing project failure in the construction industry, focusing on delays caused by mismanagement and lack of skilled labor. Using a survey methodology, the study involved over 100 respondents and concluded that a lack of risk management strategies, coupled with poor planning and inadequate workforce training, contributed to high failure rates.

The study also revealed that political and economic instability exacerbated these challenges, leading to inconsistent project execution. In Nigeria, a study by Aremu et al. (2017) investigated the impact of poor leadership on project failure. The study, which used case study methodology, found that weak leadership and inadequate communication between the project team and external stakeholders resulted in project delays and suboptimal outcomes. The study's findings reinforced the need for strong leadership, proper communication, and better resource allocation in improving project success rates in African countries.

Furthermore, in Kenya, a study by Sifuna et al. (2018) examined the role of institutional support in mitigating project failure. Their study found that the lack of proper institutional frameworks and regulatory enforcement contributed to the failure of many large-scale infrastructure projects. Using a survey design, they concluded that government support and policy reforms were critical in ensuring project success. These studies indicate that the African context presents unique challenges that require tailored strategies to enhance project management practices and reduce failure rates.

2.2.3 Zambian Perspective

In Zambia, project implementation failures are often linked to inadequate financial resources, poor planning, and governance issues. A study by Munkombwe (2021) on project implementation in Zambia's mining sector highlighted that many projects faced delays and budget overruns due to poor financial management and lack of proper risk assessment. Using both qualitative and quantitative methods, the study found that inadequate risk management, resource allocation, and political interference played a major role in project failures. Munkombwe's study concluded that adopting comprehensive project management frameworks, such as the PMBOK Guide, could help mitigate risks by enhancing planning, communication, and stakeholder management processes. Similarly, a study by Chileshe and Kanyembo (2019) in the Zambian construction sector examined the failure of infrastructure projects. Their research, which included a survey and interviews with 80 project managers, revealed that political instability and corruption were key contributors to project delays and failures. The study

recommended that the Zambian government implement stricter governance structures to ensure transparency and accountability in project management.

Further research by Chanda and Ndhlovu (2018) in Zambia's construction sector highlighted that poor communication between project teams and local contractors, combined with misalignment of project goals, was a significant cause of project failure. The study used a mixed-methods approach to gather data from 50 projects and concluded that clear communication and regular stakeholder meetings were essential to preventing delays and cost overruns. Furthermore, a study by Kalaba and Simukonda (2020) in Zambia's public sector found that inadequate project planning and weak institutional frameworks were primary causes of project failure. Their survey-based study of 150 public sector projects concluded that projects often lacked clear objectives and were impacted by resource constraints and poor coordination among various government agencies. These studies highlight the importance of improving project planning, governance, and communication to enhance project success rates in Zambia.

Additionally, a study by Mulenga and Sichalwe (2019) explored the role of technology in project management within Zambia's mining sector. Their study, which employed a case study methodology, found that while technology had the potential to improve project planning and execution, there were significant barriers to its successful implementation, including lack of technical expertise and resistance to change among staff. The study concluded that providing adequate training and support for new technologies could improve the efficiency and effectiveness of project management practices in Zambia's mining industry. This research underscores the importance of investing in both human and technological resources to ensure project success.

2.3 Critique of literature review and research gaps

The existing literature on project implementation failure provides significant insights into the various factors contributing to project failure across different global, African, and Zambian contexts. However, a notable critique is the lack of consistency in the methodologies employed across studies. While quantitative approaches such as surveys and regression analyses are widely used, many studies, especially those focused on the African and Zambian contexts, have relied heavily on case studies or mixed-methods

approaches, which may introduce subjective biases. For instance, studies like those by Akinyemi and Ganiyu (2017) and Munkombwe (2021) in Nigeria and Zambia respectively, provide valuable insights into the local challenges faced in these regions, but their reliance on qualitative data may limit the generalizability of their findings. Furthermore, studies on global project management, such as those by Cerpa and Verner (2009) and KPMG (2015), often focus on developed countries, with limited attention to the unique challenges in developing economies. The lack of a comparative analysis between regions (e.g., comparing African or Zambian challenges to those in developed nations) makes it difficult to draw broader conclusions or transfer strategies between different global contexts.

Another significant gap is the under-explored relationship between organizational culture and project failure. While several studies highlight governance issues, political instability, and poor leadership as contributing factors, few delve into how cultural differences or organizational behavior may influence project implementation success or failure. For example, Turner and Müller (2005) found that leadership and decision-making were pivotal in project success, yet the cultural aspects of leadership styles—such as hierarchical versus participative leadership—remain under-researched in the literature. Moreover, the impact of technological adoption and digital tools in mitigating project failure has gained attention in recent studies, such as the work by Mulenga and Sichalwe (2019), but more research is needed on how technology could be integrated across all sectors, especially in Africa and Zambia. There is a need for comprehensive studies that investigate how the adoption of advanced project management software, AI, or other digital tools can address the resource, governance, and communication challenges highlighted in the literature.

Finally, the scope of studies on project failure in Zambia and Africa often focuses on a narrow set of industries such as construction and mining, overlooking sectors like IT, healthcare, and education, which also experience significant project failures. A broader, cross-industry investigation could provide a more holistic understanding of the commonalities and differences in project failure causes across diverse sectors. This gap calls for research that considers a variety of industries within African and Zambian

contexts to enrich the literature on project failure and contribute to the development of region-specific frameworks for mitigating such risks.

2.4 Conceptual Framework

The conceptual framework of this study outlines the relationship between the key factors contributing to project implementation failure, the effectiveness of current project management practices, and the proposed comprehensive framework aimed at improving the success rate of future projects at Globex Corporation Limited. The framework identifies independent variables such as factors contributing to project failure (e.g., poor planning, communication issues, resource mismanagement), the evaluation of current project management practices, and the proposed mitigation strategies. The dependent variable, project implementation success, is influenced by how well these factors are addressed. The study hypothesizes that a comprehensive, well-structured project management framework can significantly enhance project outcomes by reducing implementation failures, improving planning, risk management, and stakeholder engagement.

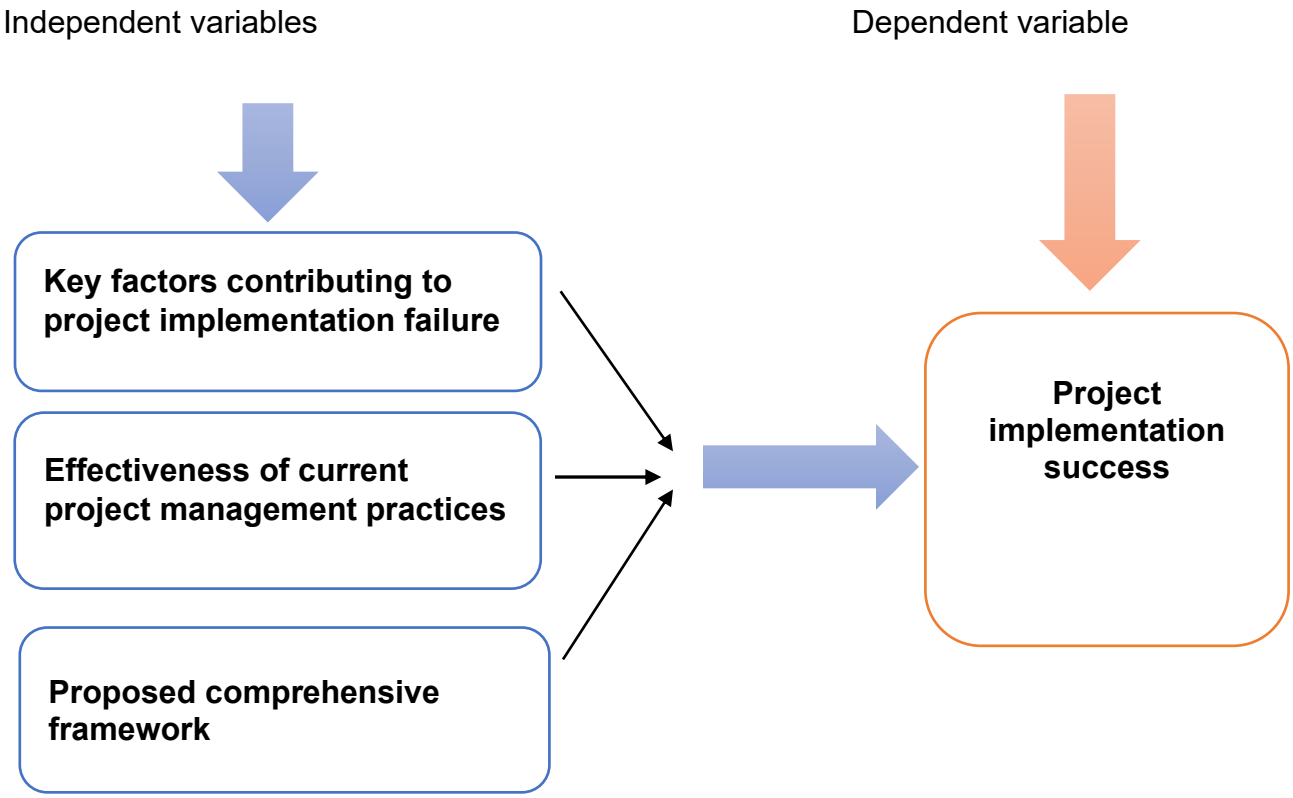

Figure 2.1. Conceptual Framework: Source: (Researcher, 2024)

2.4.1 Operationalization of the

Independent Variables:

i. **Key factors contributing to project implementation failure**: This variable will focus on identifying the various factors that lead to project failure, such as poor planning, resource mismanagement, inadequate risk management, and communication failures.

ii. **Effectiveness of current project management practices**: This variable will assess the existing practices and strategies in place at Globex Corporation Limited, evaluating their effectiveness in mitigating implementation failures, including the planning, monitoring, and execution stages.

iii. **Proposed comprehensive framework**: This variable refers to the new framework or strategy being proposed to address project implementation challenges. It includes various components such as risk management strategies, stakeholder involvement, and effective communication to improve future project success.

Dependent Variable:

- **Project implementation success**: The success rate of the External Power Reticulation Project at Globex Corporation Limited will be the dependent variable. It is determined by evaluating the extent to which the project meets its goals, stays within budget, completes on time, and satisfies all performance criteria after the intervention of the proposed framework.

2.5 Chapter summary

Chapter Two has reviewed existing literature on the key factors contributing to project implementation failure, such as poor planning, lack of leadership, scope creep, and inadequate risk management. It examined various project management frameworks, including the PMBOK Guide and other relevant theories, to highlight best practices for successful project execution. The chapter also explored prior studies on strategies for mitigating project failure, laying the groundwork for the development of a tailored framework to address the specific challenges faced by Globex Corporation Limited in project implementation.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research methodology employed in investigating project implementation failures in large-scale infrastructure projects, focusing on the External Power Reticulation Project at Globex Corporation Limited. The study utilized a qualitative research approach to explore the underlying factors contributing to project failure and develop a framework for mitigating such issues. The methodology includes the research approach, design, study population, sampling techniques, data collection methods, data analysis, and ethical considerations.

3.2 Research philosophy

This study adopted an interpretivist philosophy, consistent with its qualitative research approach. Interpretivism emphasizes understanding human behavior and experiences within specific contexts. It was particularly appropriate for this research, which sought to explore and interpret the complex factors contributing to project failures in large-scale infrastructure projects. The interpretivist perspective enabled the researcher to capture the subjective experiences, perceptions, and insights of stakeholders involved in the External Power Reticulation Project at Globex Corporation Limited.

Ontology

Ontology concerns the nature of reality and what can be known about it. This study adopts a realist ontological perspective, assuming that project implementation failure is an objective phenomenon that exists independently of individual perceptions. Failures in project execution at Globex Corporation Limited are influenced by tangible factors such as organizational structures, resource allocation, stakeholder engagement, and risk management practices. These elements are measurable and can be analyzed systematically to determine their impact on project outcomes. A realist approach acknowledges that while individual experiences and perceptions may vary, the underlying causes of project failure remain consistent across different projects and contexts (Guba & Lincoln, 1994).

Epistemology

Epistemology deals with the nature of knowledge and how it is acquired. This study follows a pragmatic epistemological stance, integrating both qualitative and quantitative methods to capture a comprehensive understanding of project implementation challenges. Pragmatism emphasizes the use of multiple approaches to gain insight into a phenomenon, allowing for a more holistic analysis (Creswell & Plano Clark, 2018). Quantitative data provides measurable insights into project timelines, cost overruns, and performance metrics, while qualitative data offers deeper perspectives from project stakeholders regarding the reasons behind project failures. This dual approach ensures that findings are both statistically valid and contextually rich, leading to more actionable recommendations (Saunders, Lewis, & Thornhill, 2019).

Axiology

Axiology relates to the role of values in research and how they influence the study. This research acknowledges that while it aims to maintain objectivity, the researcher's perspectives, experiences, and background in project management may influence data interpretation (Bryman, 2016). Ethical considerations are embedded in every stage of the study, ensuring transparency, confidentiality, and neutrality in analyzing project failure at Globex Corporation Limited. The study adheres to ethical research principles, including obtaining informed consent from participants, protecting sensitive company data, and ensuring that findings contribute constructively to improving project management practices. The application of ethical guidelines minimizes bias and ensures that the research findings are credible and applicable in real-world project environments (Resnik, 2020).

3.3 Research Approach

This study adopted a qualitative research approach to provide a detailed understanding of the complexities surrounding project implementation failures. The qualitative approach was suitable for this investigation because it facilitated an in-depth exploration of the subjective experiences and perspectives of individuals directly involved in the project. By focusing on qualitative methods, the study captured nuanced insights into organizational

dynamics, leadership challenges, communication breakdowns, and resource allocation issues that could not be quantified effectively (Denzin & Lincoln, 2018).

Qualitative research was selected because it allows for an interpretive approach, which helped identify and understand the context-specific factors influencing project outcomes. This approach ensured that the findings were grounded in the lived experiences of the participants, offering practical insights that could inform improvements in project management practices at Globex Corporation Limited.

3.4 Research Design

The study utilized a case study design, focusing on the External Power Reticulation Project at Globex Corporation Limited. A case study was deemed appropriate as it enabled an in-depth examination of the project within its real-life context (Yin, 2018). This design allowed the researcher to explore the specific challenges encountered during project implementation, such as delays, cost overruns, and resource mismanagement, and to understand the organizational and situational factors contributing to these problems.

Data was collected at a single point in time, employing a cross-sectional design to capture participants' experiences and views. This design provided a snapshot of the challenges associated with the project, allowing for a timely analysis of critical issues and their implications for project management practices.

3.5 Research Strategy

A case study strategy was adopted to focus on the External Power Reticulation Project at Globex Corporation Limited. The case study approach enabled an in-depth examination of the unique challenges encountered in the project, allowing for a rich understanding of the contextual and organizational factors that contributed to its failure. This strategy was essential for capturing the complexities of real-world project implementation issues.

3.6 Time Horizon

The fourth layer concerns the time horizon. This study employed a cross-sectional time horizon, collecting data at a single point in time. A cross-sectional design was appropriate as it provided a snapshot of the project management practices and failures within the specific timeframe of the External Power Reticulation Project. It allowed the researcher to identify immediate factors contributing to the project's challenges and assess their implications.

3.7 Data Collection Techniques

For this qualitative study, data were collected through in-depth interviews with a purposively selected sample of project stakeholders, including project managers, team members, and contractors. The choice of semi-structured interviews facilitated the exploration of nuanced and context-specific insights while allowing flexibility in the questioning process. This method was critical for capturing the detailed accounts of participants and understanding the subjective dimensions of project implementation failures.

The application of Saunders, Lewis, and Thornhill's (2003) Research Process Onion to this study ensured a systematic and well-structured approach to methodology. By adhering to its layers, the research was able to address its objectives effectively and provide a comprehensive analysis of the factors influencing project implementation failures in large-scale infrastructure projects.

3.8 Study Population

The study had a population of 30 participants from which a sample of 15 came from. The study employed purposive sampling to select the 15 participants with direct involvement in the project and relevant knowledge about the factors contributing to its challenges. This non-probability sampling method ensured that the study targeted individuals with the expertise and experience necessary to provide meaningful insights into the research questions (Patton, 2015). Purposive sampling is widely used in qualitative research as it enables the selection of information-rich cases that can provide in-depth perspectives on the subject under investigation (Creswell & Plano Clark, 2018). Since the study aimed to explore project implementation challenges rather than generalize findings to a larger population, purposive sampling allowed for the inclusion of participants who had firsthand experience with project management, risk factors, and operational constraints (Etikan, Musa, & Alkassim, 2016). This approach ensured that the data collected was relevant, comprehensive, and capable of addressing the research objectives. Moreover, purposive sampling facilitated the identification of key informants who could articulate the contextual and operational issues affecting project success, thereby enhancing the credibility and applicability of the study findings (Palinkas et al., 2015).

3.9 Sampling Techniques

The study employed purposive sampling to select participants with direct involvement in the project and relevant knowledge about the factors contributing to its challenges. This non-probability sampling method ensured that the study targeted individuals with the expertise and experience necessary to provide meaningful insights into the research questions (Patton, 2015). Purposive sampling was particularly valuable for identifying participants who could articulate the contextual and operational issues affecting project success.

3.10 Sample Size

The sample size for the study was 15 participants, representing half of the study population. This figure was justified by the qualitative nature of the research, where the emphasis is placed on obtaining rich, detailed data rather than achieving statistical generalization (Mason, 2010). Qualitative research prioritizes depth over breadth, and a

smaller, focused sample size allows for an in-depth exploration of participants' experiences, perspectives, and contextual insights (Creswell, 2013). Studies suggest that qualitative research achieves data saturation with a relatively small number of participants, where additional responses no longer provide new insights (Guest, Bunce, & Johnson, 2006). In this study, 15 participants were sufficient to capture variations in project implementation challenges while ensuring the collection of high-quality, meaningful data. Furthermore, the selected sample size aligned with best practices in qualitative research, where a sample of 10–20 participants is often deemed appropriate for case studies and thematic analyses (Braun & Clarke, 2021).

3.11 Data Collection/Instruments

The study utilized semi-structured interviews as the primary data collection method to gather in-depth insights into the challenges and factors contributing to project implementation failures at Globex Corporation Limited. This approach allowed for a conversational and flexible interaction, enabling participants to freely share their experiences while ensuring that discussions remained aligned with the research objectives.

Design and Preparation: An interview guide was developed to structure the discussions and cover key aspects of the study. The guide included open-ended questions that explored:

1. Challenges encountered during the External Power Reticulation Project.
2. Underlying causes of these challenges, including issues in planning, communication, and resource allocation.
3. Effectiveness of current project management practices.
4. Suggestions for improving project implementation success.

Participant Selection: Purposive sampling was employed to identify key stakeholders directly involved in the project, including project managers, engineers, contractors, and supervisors. These participants were chosen for their firsthand knowledge and

experience, providing diverse perspectives on the project's challenges and management practices. A total of 12 stakeholders were interviewed.

Data Collection Process: The interviews were conducted virtually, each lasting approximately 30 to 45 minutes. This format facilitated deeper engagement as even the hard to reach respondents were available telephonically. During the interviews, data was document through comprehensive note taking rather than audio recordings to preserve the confidentiality of the respondents. The semi-structured format provided flexibility to probe further into specific areas as needed, ensuring comprehensive data collection.

This method proved effective in capturing rich qualitative data, offering valuable insights into the factors influencing project implementation failures and potential strategies for improvement.

3.12 Data Analysis

Data analysis was conducted using thematic analysis, which involved identifying, analyzing, and interpreting patterns and themes within the data. The researcher transcribed the interview recordings verbatim, after which the transcripts were coded to identify recurring themes related to project implementation challenges. Thematic analysis was chosen because it is well-suited to qualitative research and allows for the systematic examination of data to uncover key insights (Braun & Clarke, 2006). The coding process involved both inductive and deductive approaches. Inductive coding allowed new themes to emerge directly from the data, while deductive coding was guided by the study's objectives and existing literature. This combination ensured a comprehensive analysis that captured both anticipated and unexpected findings.

3.13 Ethical Considerations

Ethical considerations are of paramount importance in this study to ensure that the research is conducted in a manner that respects participants' rights and maintains the integrity of the research process. First, the study will ensure that all participants are fully informed about the nature and objectives of the research. Information sheets will be provided to participants detailing the purpose of the study, the methods of data collection,

and the intended use of the findings. This transparency is essential for enabling participants to make informed decisions about their involvement (Israel & Hay, 2006).

Participation in the study will be entirely voluntary, with no coercion or undue pressure applied. Informed consent will be obtained from each participant before data collection begins. Participants will be given the opportunity to ask questions about the study and to clarify any doubts they may have before consenting to participate. This approach ensures that participants are actively engaged in the research process and that they have a clear understanding of their role (Creswell, 2014).

To protect the privacy and confidentiality of participants, the study will ensure that all responses are anonymized, and identifying information will not be disclosed in any reports or publications. All data will be securely stored, and access will be restricted to the research team. In accordance with ethical guidelines, the research will comply with relevant data protection regulations, ensuring that data is stored, processed, and handled securely (European Commission, 2018). Additionally, participants will be informed of their right to withdraw from the study at any stage without facing any negative consequences. This ensures that participants have control over their involvement and can choose to exit the study if they feel uncomfortable or wish to stop participating (Diener & Crandall, 1978).

By adhering to these ethical guidelines, the study will maintain a high standard of integrity and respect for participants, ensuring that the research process is transparent, responsible, and focused on the well-being of all involved.

3.14 Chapter Summary

This chapter has outlined the research methodology, highlighting the mixed-methods approach, research design, and sampling strategies. The study population and sample size calculation were presented, along with the data collection methods and analysis techniques. Ethical considerations were also discussed to ensure the study is conducted responsibly. The following chapter will present the results and findings from the data collected through interviews.

CHAPTER FOUR

DATA PRESENTATION AND FINDINGS

4.1 Introduction

This chapter presents the data collected and the findings of the study, which explored the factors contributing to project implementation failures in large-scale infrastructure projects, with a focus on the External Power Reticulation Project at Globex Corporation Limited. The data were gathered through in-depth interviews with project stakeholders and analyzed to uncover key themes and insights. The chapter outlines the participants' perspectives, highlights the recurring issues identified during project execution, and discusses the implications of these findings in relation to the study's objectives.

4.2 Response Rate

The response rate for this study was 100%, as all 15 interviews were completed and returned by the respondents. This high response rate is notable in qualitative research, where participation often requires a significant time commitment and can be influenced by factors such as the relevance of the study to the participants, their availability, and their willingness to share detailed insights (Mason, 2010). Achieving a 100% response rate indicates strong engagement and suggests that the study's participants, who were directly involved in the project, found the research topic to be relevant and important. A full response rate helps to ensure that the findings are comprehensive and reflective of the perspectives of the selected participants, providing rich, detailed data essential for qualitative analysis (Patton, 2015). Additionally, a high response rate can increase the validity of the study, as it minimizes the potential for non-response bias, which can occur when the views of non-respondents differ significantly from those who participate (Dillman et al., 2014).

4.3 Qualitative Data Analysis

This section presents a detailed thematic analysis based on the responses collected through semi-structured interviews. The analysis followed the rigorous six-step process

outlined by Braun and Clarke (2006), ensuring credibility and transparency. The themes were developed systematically, reflecting the participants' perspectives, aligned with the research objectives. Data were analyzed and organized by research objectives, with verbatim excerpts from respondents supporting the findings.

Thematic Analysis Process

i. **Familiarization with Data**: The initial phase involved transcribing all interviews verbatim, followed by repeated readings of the transcripts to ensure immersion in the data. This process helped identify patterns, nuances, and recurring ideas across responses. Notes and initial observations were recorded for each transcript to guide subsequent stages of analysis.

ii. **Generating Initial Codes**: The data were systematically coded using an open coding approach. Each segment of the text relevant to the research objectives was tagged with descriptive labels (codes). For instance, statements related to "poor planning" or "communication breakdowns" were grouped under corresponding codes. Coding was conducted manually and cross-verified with NVivo software for consistency.

iii. **Searching for Themes**: Codes were reviewed and clustered into broader categories based on their interconnections. For example, the codes "delays in material supply" and "inadequate workforce allocation" were grouped under the theme "Resource Mismanagement." Potential themes were mapped to the study's specific objectives, ensuring alignment.

iv. **Reviewing Themes**: Each theme was refined to ensure it was distinct, coherent, and supported by sufficient data. This process involved revisiting coded data to confirm that the themes accurately represented the participants' experiences and perspectives. Discrepancies were resolved through further discussion and verification.

v. **Defining and Naming Themes**: Themes were clearly defined and named to encapsulate their essence. For example, "Risk Management Shortcomings" was

defined as the inability to proactively identify and mitigate risks, leading to project challenges.

vi. **Producing the Report**: The final stage involved synthesizing the findings, integrating quotes, and interpreting the data in relation to the study objectives. Each theme is presented with representative quotes to ensure participants' voices are authentically represented.

The analysis is structured according to the specific objectives of the study. Themes are presented in tabular form, followed by detailed descriptions, analysis, and interpretation. Verbatim responses from participants are included to illustrate key points, providing depth and context to the findings.

Specific Objective 1: Identifying Key Factors Contributing to Project Implementation Failure

Table 1: Thematic Analysis of Key Factors Contributing to Project Implementation Failure

Theme	Code	Representative Quote
Poor Planning	**PP**	"Lack of effective planning really hurt the project. Key elements were missed in the initial stages, causing delays." (Respondent 3, 2024)
Resource Mismanagement	**RM**	"We didn't allocate enough resources at crucial stages. Materials were often delayed, and workforce planning was inadequate." (Respondent 6, 2024)
Communication Breakdown	**CB**	"There were constant communication issues. Stakeholders were not always updated, leading to confusion." (Respondent 4, 2024)
Risk Management Shortcomings	**RMS**	"Risk management was not proactive. We didn’t address some major risks early enough, which escalated problems." (Respondent 2, 2024)

Thematic analysis of the key factors contributing to project implementation failure reveals several interconnected themes, each of which played a crucial role in hindering the success of the External Power Reticulation Project.

Poor Planning (PP)

The theme of **poor planning** emerged as a critical factor contributing to the failure of the External Power Reticulation Project. As **Respondent 3 (2024)** shared, *"Lack of effective planning really hurt the project. Key elements were missed in the initial stages, causing delays."* This statement emphasizes the importance of comprehensive planning at the early stages of the project. When key elements such as task allocation, timelines, and resource distribution are overlooked, the project faces delays and misalignments that hinder its progress. The absence of thorough planning can create a domino effect, where subsequent stages of the project are also delayed due to the failure to anticipate and address challenges in advance. Respondents made it clear that the project's success was greatly compromised by this oversight. Effective planning should ensure that all aspects of the project are mapped out and risks are assessed, allowing for smoother execution and fewer disruptions.

Resource Mismanagement (RM)

Resource mismanagement was another critical theme highlighted by the respondents. **Respondent 6 (2024)** explained, *"We didn't allocate enough resources at crucial stages. Materials were often delayed, and workforce planning was inadequate."* This response indicates a significant gap in the effective distribution of both material and human resources. Mismanagement of resources can stem from a variety of causes, including insufficient budgeting, poor forecasting, or simple oversight. In this case, respondents noted that materials were delayed, which affected the construction schedule, and the workforce was not always deployed efficiently, further exacerbating the delays. Proper allocation of resources, including ensuring that materials and personnel are available at the right times, is vital to maintaining project momentum. Resource mismanagement can

create bottlenecks that halt progress, and it is essential to employ effective forecasting and tracking mechanisms to ensure resources are available when needed.

Communication Breakdown (CB)

Communication breakdowns were another theme that emerged as a major contributor to the failure of the project. As **Respondent 4 (2024)** remarked, *"There were constant communication issues. Stakeholders were not always updated, leading to confusion."* This comment highlights the crucial role that communication plays in keeping all parties involved in a project aligned and informed. In large-scale projects, there are often multiple stakeholders, and effective communication between them is key to ensuring smooth operations. When updates are not consistently shared or when key stakeholders are left out of the loop, confusion can arise, leading to delays and poor decision-making. The lack of clear communication channels and regular updates led to misunderstandings and gaps in expectations among stakeholders, which directly impacted the project's progress. Improved communication protocols could have ensured that all parties were on the same page, enabling more efficient project execution and quicker responses to issues as they arose.

Risk Management Shortcomings (RMS)

The final key factor contributing to project failure was **risk management shortcomings**. As **Respondent 2 (2024)** noted, *"Risk management was not proactive. We didn't address some major risks early enough, which escalated problems."* This response points to the failure to anticipate and mitigate risks at the outset of the project. A proactive approach to risk management is critical for large-scale projects, as it allows teams to identify potential obstacles before they become serious issues. When risks are not managed effectively, they tend to snowball and cause greater disruptions down the line. In this case, the failure to act early on some significant risks meant that problems escalated to the point where they became harder to control, causing delays and further complications. A more proactive risk management strategy, including early identification and mitigation measures, could have prevented some of these challenges and led to a smoother project execution.

The thematic analysis reveals that poor planning, resource mismanagement, communication breakdowns, and inadequate risk management were the primary factors contributing to the implementation failure of the External Power Reticulation Project. These interconnected themes highlight the need for a more robust approach to project management. Improving initial planning, ensuring effective resource allocation, establishing clear communication channels, and adopting proactive risk management strategies are essential for mitigating project failures in the future. By addressing these key issues, the chances of success for future projects can be significantly enhanced. The findings emphasize the importance of thorough preparation, proper resource coordination, transparent communication, and foresight in managing risks to ensure that projects meet their objectives efficiently and effectively.

Specific Objective 2: Evaluating the Effectiveness of Current Project Management Practices

Table 2: Thematic Analysis of Current Project Management Practices

Theme	Code	Representative Quote
Initial Planning Phase	**IPP**	"The initial planning phase was quite strong, but monitoring and execution needed more attention." (Respondent 5, 2024)
Ineffective Project Monitoring	**IPM**	"There was a lack of real-time monitoring, which led to delays being unnoticed until they became major issues." (Respondent 7, 2024)
Stakeholder Communication	**SC**	"The communication between the management and contractors was not timely, affecting project progress." (Respondent 8, 2024)
Resource Allocation	**RA**	"Resources were often spread too thin across various areas of the project, which impacted the overall outcome." (Respondent 1, 2024)

Leadership and Decision-Making	**LDM**	"The leadership team was often hesitant in making timely decisions, which created delays and confusion." (Respondent 9, 2024)
Execution and Oversight	**EO**	"The execution phase was rushed due to lack of proper oversight, leading to mistakes that could have been avoided." (Respondent 12, 2024)

Thematic analysis of the effectiveness of current project management practices at Globex Corporation Limited reveals several key areas that contributed to both successes and failures in the management of the External Power Reticulation Project. The analysis highlights both strengths and weaknesses in the project management practices, providing valuable insights into areas that require improvement.

Initial Planning Phase (IPP)

As highlighted by *Respondent 5 (2024)*, *"The initial planning phase was quite strong, but monitoring and execution needed more attention."* This response emphasizes that while the initial stages of the project were well-planned, the later stages, particularly monitoring and execution, lacked the necessary attention to detail. The effectiveness of the project management was compromised in the later phases due to insufficient follow-through in the execution process. A strong initial plan is vital, but ongoing monitoring and careful execution are equally important for sustaining effectiveness throughout the project.

Ineffective Project Monitoring (IPM)

According to *Respondent 7 (2024)*, *"There was a lack of real-time monitoring, which led to delays being unnoticed until they became major issues."* This statement illustrates a key gap in the project management practices: real-time monitoring. Without timely and accurate monitoring, emerging issues were not identified early enough, allowing them to escalate into larger problems. Effective monitoring is a critical component of project management because it helps identify issues before they grow, ensuring that appropriate interventions can be made in a timely manner.

Stakeholder Communication (SC)

Respondent 8 (2024) pointed out, *"The communication between the management and contractors was not timely, affecting project progress."* Effective communication between stakeholders is essential for the success of any project. The delay in communication, as noted here, caused disruptions in the smooth flow of the project and led to misunderstandings, misaligned expectations, and delays. This breakdown in communication made it harder for the project to stay on track, affecting the overall progress and effectiveness of the project management process.

Resource Allocation (RA)

As noted by *Respondent 1 (2024)*, *"Resources were often spread too thin across various areas of the project, which impacted the overall outcome."* Proper allocation and prioritization of resources are fundamental to project management success. In this case, the ineffective allocation of resources hindered the project's ability to meet its objectives. Resources should be strategically assigned to critical areas to maximize the project's success. The scattering of resources across too many areas weakened the focus and the impact of the efforts made in key phases of the project.

Leadership and Decision-Making (LDM)

Respondent 9 (2024) remarked: *"The leadership team was often hesitant in making timely decisions, which created delays and confusion."* Effective leadership requires decisiveness, especially in critical situations. In this instance, delays in decision-making led to confusion and slowed the project's progress. Project management effectiveness is heavily dependent on timely and informed decision-making, which helps keep the project on schedule and ensures that stakeholders are aligned in their efforts.

Execution and Oversight (EO)

Respondent 12 (2024) stated: *"The execution phase was rushed due to lack of proper oversight, leading to mistakes that could have been avoided."* This response highlights that the rush to execute the project, without adequate oversight, led to mistakes that impacted the project's quality and effectiveness. Effective oversight during the execution

phase ensures that standards are met and that potential errors are caught early. Without proper supervision, the quality of the project may suffer, as illustrated in this response.

Effectiveness of Project Management (EPM)

Regarding the overall effectiveness, *Respondent 15 (2024)* noted: *"Overall, I think the project management was somewhat effective, but there were clear gaps that hindered success."* This summary captures a common sentiment among respondents. While project management was seen as somewhat effective, significant gaps in various areas hindered its full potential. The effectiveness of project management is not just about having good plans in place, but about executing those plans with attention to detail, timely communication, proper oversight, and decisive leadership.

Monitoring and Adjustments (MA)

Finally, *Respondent 4 (2024)* observed: *"While some adjustments were made during the project, they were often too late to fully resolve the problems."* This suggests that the project management team did make some attempts to correct course, but these adjustments were reactive rather than proactive. Timely and well-considered adjustments are crucial in preventing small problems from escalating into larger ones. Delayed responses, as pointed out here, impacted the overall effectiveness of the management process.

From the thematic analysis and responses of the participants, it is evident that the current project management practices had mixed effectiveness. While the initial planning phase was perceived as strong, gaps emerged in the subsequent phases, particularly in monitoring, communication, and resource allocation. Timely decision-making and proper oversight were also significant challenges that hindered the project's success. The respondents' views indicate that while certain aspects of project management were somewhat effective, the lack of attention to critical areas led to delays, confusion, and a lack of overall success in achieving the project's goals.

Specific Objective 3: Proposing a Comprehensive Framework to Address Project Implementation Challenges

Table 3: Thematic Analysis of Proposed Framework to Address Project Challenges

Theme	Code	Representative Quote
Stakeholder Involvement	**SI**	"Stakeholders should be included at every phase of the project. Their input can provide valuable insights and help avoid major issues later." (Respondent 9, 2024)
Risk Management Strategies	**RMS**	"A solid risk management plan, with contingency measures and regular updates, could have helped prevent many delays." (Respondent 10, 2024)
Communication Structure	**CS**	"Structured, regular communication across all levels is essential, and there should be formalized reporting channels." (Respondent 12, 2024)
Adaptive Project Management	**APM**	"The project needs to be more flexible. Adaptive management practices would allow teams to respond quickly to unexpected challenges." (Respondent 11, 2024)

The thematic analysis of the proposed framework to address project implementation challenges highlights several critical components that, if integrated into project management practices, could significantly improve outcomes and prevent recurring issues. The respondents provided valuable insights into strategies that could enhance the effectiveness of project management and address existing challenges within Globex Corporation Limited's External Power Reticulation Project.

Stakeholder Involvement (SI)

Respondent 9 (2024) emphasized the importance of stakeholder involvement by stating, *"Stakeholders should be included at every phase of the project. Their input can provide valuable insights and help avoid major issues later."* This statement highlights the critical role of engaging stakeholders throughout the entire project lifecycle. By actively involving contractors, suppliers, and other relevant parties from the initial planning phase through to execution, potential issues can be identified early and addressed in a timely manner. This proactive engagement also fosters better alignment among all stakeholders, reducing the chances of miscommunication and ensuring that the project's direction remains consistent with the collective goals of all involved. A robust framework for stakeholder engagement could provide valuable insights and facilitate smoother project execution by minimizing the risks of misunderstandings and delays.

Risk Management Strategies (RMS)

A key theme in addressing project challenges was risk management. *Respondent 10 (2024)* suggested, *"A solid risk management plan, with contingency measures and regular updates, could have helped prevent many delays."* This insight underscores the importance of a well-defined risk management framework. Proactively identifying and managing risks, coupled with timely updates and contingency plans, ensures that the project team is prepared to address unforeseen challenges before they escalate. In the case of the External Power Reticulation Project, the absence of an effective risk management strategy led to many preventable delays. A comprehensive risk management approach that includes routine risk assessments and real-time risk monitoring could allow the project to adapt quickly to changing circumstances, thereby minimizing disruptions and keeping the project on track.

Communication Structure (CS)

Effective communication was repeatedly identified as a critical factor in project success. *Respondent 12 (2024)* noted, *"Structured, regular communication across all levels is essential, and there should be formalized reporting channels."* This comment points to the need for a clear and formalized communication structure within the project. Effective

communication channels are crucial for ensuring that stakeholders are consistently informed of progress, challenges, and decisions. The breakdown in communication within the External Power Reticulation Project led to confusion and misalignment, which contributed to delays. By implementing a structured communication framework—such as regular status updates, formal reporting systems, and scheduled meetings—misunderstandings can be minimized, ensuring that all parties are on the same page and can respond swiftly to emerging issues.

Adaptive Project Management (APM)

Flexibility in project management is essential, especially in large-scale, dynamic projects. *Respondent 11 (2024)* remarked, *"The project needs to be more flexible. Adaptive management practices would allow teams to respond quickly to unexpected challenges."* This highlights the necessity for adaptive project management, which allows project teams to remain agile in the face of unforeseen obstacles. Traditional project management often follows a rigid plan, but large projects are prone to unexpected issues that require rapid responses. By adopting an adaptive approach, project teams can assess challenges as they arise, make informed decisions, and implement corrective actions swiftly. This flexibility ensures that the project remains resilient, and allows it to stay on course despite changing circumstances. A more adaptive project management approach would enable teams to better navigate the uncertainties of large-scale infrastructure projects.

The proposed framework to address project implementation challenges outlines several critical components that could significantly enhance project management practices. Respondents emphasized the importance of stakeholder involvement, a solid risk management plan, a structured communication framework, and adaptive project management practices. Each of these elements addresses key weaknesses observed in the External Power Reticulation Project and offers a proactive approach to overcoming similar challenges in the future. By integrating these strategies into the project management process, Globex Corporation Limited could improve its project outcomes, ensuring timely delivery, fewer disruptions, and better alignment among stakeholders.

This comprehensive approach lays a strong foundation for addressing the complexities of large-scale projects and achieving success in future endeavors.

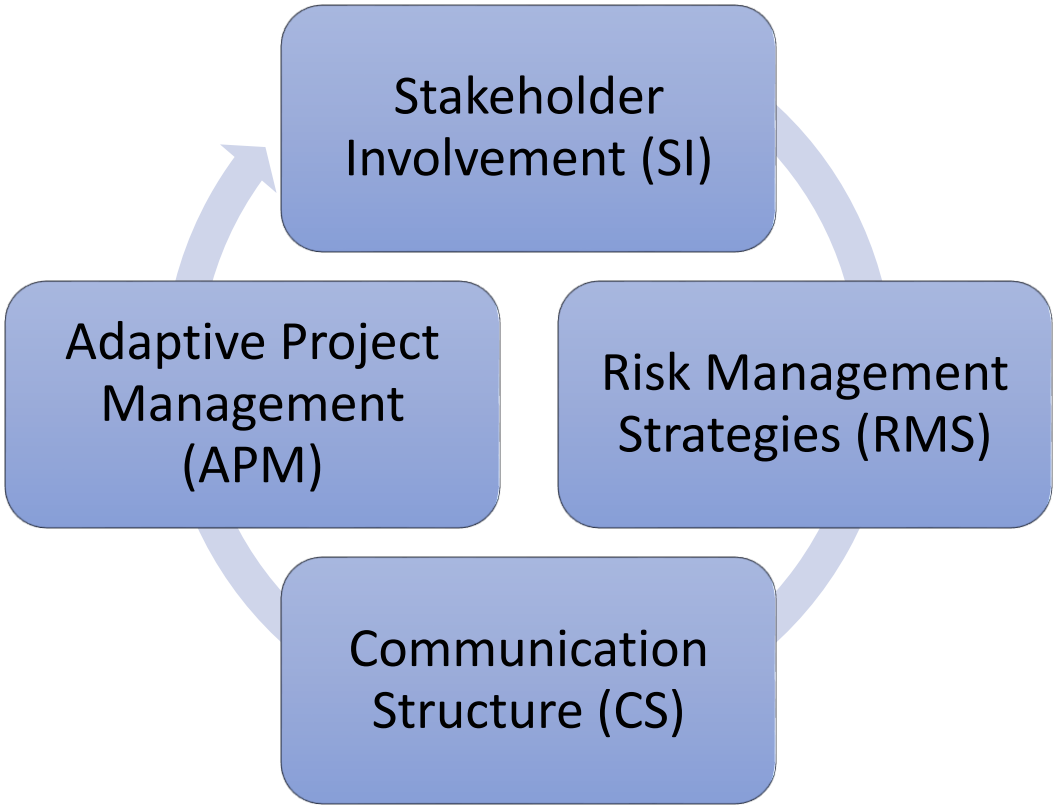

Figure 4.1. Proposed_Framework_Project_Implementation_Failure: Source: (Researcher, 2024)

The proposed framework is designed to improve the success rate of large-scale infrastructure projects like the External Power Reticulation Project at Globex Corporation Limited. The framework is built around four key components that directly address common project implementation challenges: Stakeholder Involvement, Risk Management Strategies, Communication Structure, and Adaptive Project Management. Each of these components contributes to a more efficient and effective project management process, ensuring that projects stay on track and meet their objectives.

1. Stakeholder Involvement (SI)

Stakeholder involvement is the practice of engaging relevant parties throughout the entire lifecycle of the project. It ensures that all individuals or groups who have a stake in the project's outcome are included in decision-making processes at every stage.

Key Principles:

- Involve stakeholders at every phase of the project: This means engaging stakeholders not just during the planning phase, but throughout the execution, monitoring, and closure phases as well. Stakeholders include internal teams, contractors, suppliers, regulators, and even community representatives who might be impacted by the project.
- Early engagement and regular involvement: Engaging stakeholders from the beginning and continuing to involve them regularly ensures that their insights, concerns, and expertise are incorporated early in the process. This approach minimizes the risk of major issues arising later in the project due to misalignment or unaddressed concerns. It also helps build strong relationships and ensures that stakeholder expectations are managed and aligned with the project's goals.

2. Risk Management Strategies (RMS)

Risk management involves identifying potential risks to the project, assessing their impact, and developing strategies to mitigate or manage these risks effectively.

Key Principles:

- Implement a solid risk management plan with contingency measures: A comprehensive risk management plan is crucial for anticipating potential challenges and preparing appropriate responses. This plan includes the identification of risks, the evaluation of their likelihood and impact, and the development of contingency measures—alternative strategies or solutions that can be quickly implemented should the risks materialize.
- Conduct regular risk assessments and real-time updates: As the project progresses, new risks may emerge, and existing risks may evolve. By continuously

assessing risks and updating the risk management plan, the project team can adapt to changing conditions. Real-time updates allow for quick responses to unexpected developments, ensuring that risks are addressed before they escalate into significant issues.

3. Communication Structure (CS)

Effective communication is critical to ensure that all team members and stakeholders are informed, aligned, and able to respond to challenges in a timely manner.

Key Principles:

- Establish structured, regular communication across all project levels: Communication should be systematic, with clearly defined channels and schedules. Regular meetings, status updates, and progress reports ensure that everyone involved in the project is informed about the current state, goals, and issues that need attention.
- Formalized reporting channels: It is important to have clearly defined pathways for reporting information. These channels ensure that communication flows smoothly, preventing bottlenecks and ensuring that the right people have access to the information they need to make informed decisions. Formalizing these channels also minimizes the risk of miscommunication or important information being overlooked.

4. Adaptive Project Management (APM)

Adaptive project management is the ability to remain flexible and responsive to changing circumstances, ensuring that the project can continue progressing even when unexpected challenges arise.

Key Principles:

- Adopt a flexible project management approach to handle unexpected challenges: Large-scale projects often encounter unforeseen issues such as changes in regulations, supply chain disruptions, or technological challenges. A flexible

approach allows project managers to adjust their plans and strategies to address these challenges effectively.

- Regularly review project progress and adjust strategies as needed: Continuous monitoring of the project's progress is essential to ensure that it stays on track. Regular reviews allow for the identification of any emerging issues, and adjustments to the approach can be made in a timely manner. This ensures that the project can adapt to new information or changing conditions, reducing the likelihood of failure.

The proposed framework addresses four critical aspects of project management that are key to preventing implementation failures: stakeholder involvement, risk management, communication, and adaptability. By integrating these components into the project management process, Globex Corporation Limited can significantly enhance the likelihood of successful project outcomes. This framework ensures that the project remains aligned with its objectives, that risks are mitigated proactively, that communication is clear and structured, and that the project team is equipped to handle unforeseen challenges. Implementing this framework can improve the efficiency, effectiveness, and overall success rate of the External Power Reticulation Project and future large-scale infrastructure projects.

4.4 The Findings

The findings from the data analysis highlight several critical factors contributing to project implementation failure at Globex Corporation Limited. Delays in project completion were identified as a major issue, largely attributed to inadequate planning, inefficient resource allocation, and procurement challenges. Cost overruns were another significant concern, driven by budget underestimation, inflation, and unforeseen expenses during project execution. Poor communication among stakeholders emerged as a recurring theme, affecting coordination and decision-making processes, ultimately leading to inefficiencies.

Risk management deficiencies were evident, with inadequate contingency planning and failure to anticipate potential project risks contributing to setbacks. Stakeholder engagement was found to be inconsistent, with limited involvement of key players such as contractors, project managers, and suppliers, which negatively impacted project

execution. Additionally, weak monitoring and evaluation mechanisms resulted in delayed identification and resolution of project issues.

The analysis further revealed that the effectiveness of project management practices at Globex Corporation Limited was hindered by the lack of standardized procedures and strategic frameworks to guide project execution. Participants emphasized the need for structured project planning, improved communication channels, and enhanced risk management strategies to mitigate future failures. The findings suggest that adopting a comprehensive framework incorporating proactive planning, stakeholder collaboration, and continuous performance assessment could significantly improve project success rates.

4.5 Chapter Summary

This chapter has presented the data collected through interviews and the corresponding findings on the factors contributing to project implementation failures in the External Power Reticulation Project at Globex Corporation Limited. The analysis highlighted critical issues such as delays, cost overruns, resource mismanagement, and communication challenges. These findings were discussed in relation to the study's objectives, offering valuable insights into the underlying causes of project failure and their implications for improving project management practices.

CHAPTER FIVE

DISCUSSIONS OF FINDINGS

5.1 Introduction

This chapter provides an in-depth discussion and analysis of the findings presented in the previous chapter. It interprets the results in the context of the research objectives and existing literature, offering insights into the factors contributing to project implementation failures at Globex Corporation Limited. The analysis explores the implications of these findings, drawing connections to theoretical frameworks and practical considerations for improving project management practices.

5.2 Discussion of Findings

Specific Objective 1: Identifying Key Factors Contributing to Project Implementation Failure

The thematic analysis of the research findings revealed four critical factors contributing to project implementation failure: poor planning, resource mismanagement, communication breakdown, and inadequate risk management. These findings not only align with the established literature but also provide new insights into the challenges faced by Globex Corporation Limited in managing large-scale infrastructure projects.

One of the most prominent factors identified by respondents was poor planning. This aligns with Cerpa and Verner's (2009) assertion that inadequate initial planning is one of the primary causes of project failure. The research highlights that insufficient planning, lack of a detailed project roadmap, and unclear execution strategies can lead to significant delays, inefficiencies, and cost overruns. Respondent 3's remark that "lack of effective planning really hurt the project" resonates with Meredith and Mantel's (2014) assertion that structured project plans serve not only to guide execution but also to identify potential obstacles and mitigate risks early in the project lifecycle. This finding is particularly significant, as it underscores the need for a comprehensive planning phase at Globex Corporation to preemptively address challenges and enhance overall project efficiency.

Resource mismanagement was another dominant theme. Respondents identified inefficiencies in workforce planning and material allocation, both of which led to delayed progress and financial strain. This finding supports the PMBOK Guide's (2013) emphasis on the importance of proper resource management. Respondent 6's comments regarding workforce allocation reflect broader issues faced by large-scale infrastructure projects, where insufficient resources can severely undermine project timelines and outcomes. Kerzner (2017) similarly highlights that improper resource allocation often results in project delays and increased costs. The findings suggest that Globex Corporation must improve its resource management strategies to prevent such setbacks.

Communication breakdowns also emerged as a crucial factor contributing to project failure. Respondent 4's remark about stakeholders not being adequately updated aligns with the findings of Scott-Young and Samson (2008), who emphasize that poor communication among project teams and stakeholders can lead to misunderstandings, misalignment, and inefficiencies. Effective communication is essential for ensuring that all project participants are informed about progress, risks, and scope changes. This theme was recurrent in the study and further highlights the need for transparent, consistent communication channels within the organization.

Inadequate risk management emerged as another critical shortcoming. Respondent 2's observation about failing to address risks early in the project underscores the importance of proactive risk management. Flyvbjerg (2014) emphasizes that failing to identify and mitigate risks early can exacerbate vulnerabilities, leading to project delays and cost overruns. The findings suggest that Globex Corporation needs to implement more comprehensive risk management strategies, including regular assessments and contingency planning, to improve the overall success rate of its projects.

Specific Objective 2: Evaluating the Effectiveness of Current Project Management Practices

The findings from the study reveal a mixed effectiveness in the current project management practices at Globex Corporation. While respondents acknowledged the strengths in the planning phase, they also highlighted several weaknesses in execution, particularly in monitoring and communication.

Respondent 5's positive comment on the strength of the initial planning phase aligns with Pinto and Slevin's (1987) research, which stresses that robust planning is crucial for project success. However, despite a strong start, the research identified that there were significant gaps in the implementation and monitoring phases. The thematic analysis revealed that inadequate project monitoring was a critical issue. Respondent 7's comment, "small issues were allowed to grow into major setbacks," resonates with Kerzner's (2017) argument that continuous monitoring and performance tracking are essential to identify emerging issues before they escalate. The lack of real-time data tracking and progress reporting systems further compounded this problem, suggesting that Globex Corporation would benefit from more efficient monitoring tools and methodologies to ensure that potential issues are identified and addressed promptly.

Communication with stakeholders was another area of concern. Respondent 8's observation about untimely communication reflects Turner's (2016) assertion that regular and transparent communication is vital to align stakeholder expectations and avoid project derailment. Ineffective communication often results in misalignment, which can jeopardize the success of the project. This finding underscores the need for clear and structured communication practices at all levels of the project.

The study also highlighted challenges in resource allocation, with Respondent 1 noting that resources were not always allocated appropriately, leading to project delays. This observation aligns with the findings of Chih and Zwikael (2015), who found that misallocated resources can lead to missed deadlines and inefficiencies. These issues point to the need for refined resource management strategies to improve project execution and outcomes at Globex Corporation.

Specific Objective 3: Proposing a Comprehensive Framework to Address Project Implementation Challenges

The study proposed a comprehensive framework aimed at addressing the key challenges identified in the project management process. The framework integrates four critical components: stakeholder involvement, risk management strategies, structured communication, and adaptive project management practices. These components align

with the best practices discussed in the literature and provide a holistic approach to improving project management effectiveness at Globex Corporation.

Stakeholder involvement was identified as a central theme, with Respondent 9 stressing the importance of "early and ongoing stakeholder engagement" to prevent future issues. This finding is consistent with Olander and Landin (2005), who argue that early stakeholder involvement can help align project goals with stakeholder expectations, thus preventing misunderstandings and ensuring smoother project execution. This insight is particularly valuable for Globex Corporation, as proactive stakeholder engagement can mitigate conflicts and improve overall project coordination.

Risk management was another cornerstone of the proposed framework. Respondent 10's emphasis on the need for "regular updates and contingency measures" is consistent with the PMBOK Guide (2013), which advocates for developing a comprehensive risk management plan that includes regular assessments and proactive strategies to address risks. By incorporating these practices, projects can be better equipped to handle unforeseen challenges without derailing the overall project goals. This proactive approach is critical for large-scale infrastructure projects, where risks such as delays or unforeseen costs can significantly impact the project's success.

Communication was also highlighted as a critical component of the proposed framework. Respondent 12 stressed the importance of "structured, regular communication across all project levels," which aligns with Müller and Turner's (2007) findings on the need for formalized communication channels to ensure transparency and effective decision-making. Structured communication ensures that stakeholders are well-informed and that decisions are made efficiently, improving project coordination and minimizing misunderstandings.

Finally, adaptive project management practices were identified as essential for responding to unforeseen challenges. Respondent 11's emphasis on flexibility aligns with Highsmith's (2009) principles of Agile project management, which advocates for iterative, flexible approaches that allow project teams to adapt to changes. This adaptability is particularly crucial in the context of large-scale infrastructure projects, where unexpected risks and challenges are common.

The proposed framework, based on these findings, offers a comprehensive and adaptable solution to improving project outcomes at Globex Corporation. By integrating stakeholder involvement, risk management, structured communication, and adaptive practices, the framework provides a strategic approach to overcoming the challenges identified in this study. These findings reinforce the value of existing project management theories and practices while offering new insights into how these principles can be applied effectively in the context of large-scale infrastructure projects.

The findings of this study provide a deeper understanding of the challenges faced by Globex Corporation in managing large-scale infrastructure projects. Through thematic analysis, key factors such as poor planning, resource mismanagement, communication breakdown, and inadequate risk management were identified as major contributors to project implementation failure. The study also highlighted strengths in the planning phase but identified critical gaps in the execution phases, particularly in monitoring, communication, and resource allocation. The proposed framework, which integrates stakeholder involvement, proactive risk management, structured communication, and adaptive management practices, offers a comprehensive solution to these challenges and provides valuable insights for improving project management practices in large-scale projects. By implementing these strategies, Globex Corporation can enhance project outcomes and mitigate the risks associated with project implementation failure.

5.3 Chapter Summary

This chapter analyzed the findings of the study, linking them to the research objectives and existing literature to provide a comprehensive understanding of the factors contributing to project implementation failures at Globex Corporation Limited. The discussion highlighted key themes, their implications for project management practices, and the potential strategies for addressing identified challenges, offering insights for enhancing future project success.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter concludes the study by summarizing its key findings and highlighting their implications for addressing project implementation failures at Globex Corporation Limited. It offers practical recommendations based on the research findings and provides suggestions for further studies to enhance understanding and improve project management practices in similar contexts.

6.2 Summary of Findings

The study identified several key factors contributing to project implementation failure at Globex Corporation Limited. Delays in project execution were primarily caused by inadequate planning, inefficient resource allocation, and procurement challenges. Cost overruns emerged as a critical issue, attributed to budget underestimation, inflation, and unexpected expenditures. Ineffective communication among stakeholders significantly impacted project coordination, leading to misunderstandings and operational inefficiencies. The absence of a robust risk management framework further exacerbated project delays, as potential risks were not adequately anticipated or mitigated.

Stakeholder engagement was found to be inconsistent, with limited involvement from critical players such as project managers, contractors, and suppliers. This lack of collaboration resulted in fragmented decision-making processes and implementation bottlenecks. Furthermore, weak monitoring and evaluation mechanisms delayed issue identification and resolution, preventing corrective actions from being taken in a timely manner. The findings also highlighted that the effectiveness of project management practices was compromised by the absence of standardized procedures and strategic frameworks, which are essential for guiding project execution.

To address these challenges, the study emphasizes the need for structured project planning, improved stakeholder communication, and enhanced risk management

strategies. Implementing a comprehensive framework that integrates proactive planning, effective stakeholder collaboration, and continuous performance evaluation is essential for improving project success rates.

6.2 Conclusion

This study investigated the causes of project implementation failures at Globex Corporation Limited and assessed its project management practices. Key factors such as inadequate planning, inefficient resource allocation, communication breakdowns, and poor risk management were identified as central challenges. These issues reveal not just operational deficiencies but also a deeper need for a strategic realignment within the organization. A stronger focus on planning, accountability, and proactive decision-making would significantly enhance the likelihood of project success.

The evaluation of project management practices highlighted critical shortcomings during the monitoring and execution phases. The lack of consistent oversight and structured communication allowed minor issues to grow into significant setbacks. These challenges point to an underutilization of modern project management tools and methodologies that could provide better tracking and control mechanisms. Strengthening these areas would help mitigate risks and ensure that projects stay aligned with their objectives.

To address these shortcomings, this study proposes a structured framework designed to enhance project outcomes. This framework emphasizes early stakeholder engagement, routine risk assessments, structured communication mechanisms, and adaptive project management strategies. By integrating these components, Globex Corporation can enhance project alignment, mitigate risks more effectively, and respond flexibly to unforeseen challenges, ultimately improving project success rates.

This research not only reinforces existing project management theories but also provides new insights into the practical application of these strategies in large-scale infrastructure projects. These findings lay the groundwork for actionable recommendations aimed at addressing the identified challenges and fostering improvements in project implementation practices.

6.3 Recommendations

Based on the findings of the study, the following recommendations are proposed to enhance project implementation success at Globex Corporation Limited and similar organizations involved in large-scale infrastructure projects:

Strengthen Project Planning Processes: Organizations should prioritize comprehensive and detailed project planning. This includes conducting feasibility studies, identifying potential risks early, and developing robust schedules and budgets. Utilizing project management tools such as Gantt charts and critical path methods (CPM) can ensure that all aspects of planning are adequately addressed.

Implement Effective Resource Management Practices: Resource allocation strategies must be refined to ensure the timely availability of financial, material, and human resources. This includes establishing clear procurement plans, monitoring resource usage, and avoiding overextension. Periodic resource audits can help identify inefficiencies and improve utilization.

Enhance Communication Structures: Structured and consistent communication frameworks should be developed to ensure seamless information flow among stakeholders. Formalized communication channels, regular progress meetings, and real-time reporting systems should be implemented to minimize confusion and delays. Clear roles and responsibilities must also be communicated to all project team members.

Adopt Proactive Risk Management Strategies: Organizations must integrate proactive risk management into their project processes. This includes conducting regular risk assessments, developing contingency plans, and creating a risk register to track potential threats and mitigation measures. Training project teams in risk identification and response is also critical.

Promote Stakeholder Engagement: Stakeholder involvement should be prioritized throughout the project lifecycle. Mechanisms for regular consultation and feedback must be established to ensure alignment with stakeholder expectations. Active engagement fosters a collaborative environment and reduces the likelihood of conflicts.

Utilize Adaptive Project Management Approaches: Organizations should adopt flexible project management methodologies, such as Agile or hybrid models, to handle unforeseen challenges effectively. Adaptive management enables teams to respond quickly to changing circumstances while maintaining project objectives.

Invest in Capacity Building: Continuous training and development for project teams are essential. This includes training on advanced project management techniques, communication skills, and risk management practices. Investing in human capital enhances the competence of the project workforce.

Leverage Technology in Project Management: Organizations should incorporate modern project management software and tools, such as Microsoft Project, Primavera, or cloud-based platforms, to improve efficiency and decision-making. Technology can streamline processes such as resource tracking, communication, and performance monitoring.

Conduct Post-Project Reviews: Post-project evaluations should be conducted to assess what went well and identify areas for improvement. Lessons learned from past projects can be documented and integrated into future planning and execution processes.

By implementing these recommendations, organizations can address the challenges identified in this study and improve the likelihood of successful project outcomes. These measures provide a framework for enhancing planning, resource management, communication, risk management, and adaptability, ensuring robust project implementation practices.

6.4 Limitations of the Study

This study, while providing valuable insights, has certain limitations. First, the research focused specifically on the External Power Reticulation Project, and the findings may not be applicable to other projects within Globex or projects in different sectors or geographic regions. The challenges faced during this particular project may not reflect the complexities encountered in other types of infrastructure projects or in projects with different organizational or environmental conditions. Therefore, the results should be considered in the context of the specific project studied.

Secondly, this study utilized a qualitative approach to gain a detailed understanding of the project's challenges. While this method provided in-depth insights into the project's dynamics, it may not have captured the full range of perspectives of all stakeholders who participated in the project. The scope of the interviews was designed to focus on key participants who had direct involvement with the project's core aspects. However, other stakeholders, such as external contractors, regulatory bodies, or local community representatives, were not included. As a result, the study's findings reflect the views of the selected respondents but do not offer a comprehensive representation of all possible perspectives.

Lastly, the study did not explore the influence of external factors, such as political, economic, or environmental conditions, that could have influenced the project's implementation. These external factors, particularly in the Zambian context, might have contributed to the challenges faced during the project. Future research could build upon this study by considering the broader context and incorporating additional factors that may have affected the project, as well as expanding the scope to include a wider range of stakeholders and perspectives.

6.5 Contributions to the Body of Knowledge

This study contributes to the body of knowledge in project management by providing insights into the key factors contributing to project implementation failures, particularly in large-scale infrastructure projects in Zambia. It identifies critical areas such as poor planning, resource mismanagement, communication breakdowns, and inadequate risk management as primary challenges, offering empirical evidence to support these findings. The research also proposes a comprehensive framework emphasizing stakeholder involvement, structured communication, adaptive management practices, and proactive risk management strategies, which can serve as a reference for improving project success rates in similar contexts.

Furthermore, the study bridges the gap in literature by addressing project management challenges specific to developing economies, highlighting the contextual factors that influence project outcomes. It underscores the importance of integrating structured

methodologies and stakeholder-centric approaches to enhance project implementation, contributing practical recommendations for practitioners and policymakers in the field.

6.6 Future Research Areas

Future research could focus on investigating the specific limitations identified in this study to further enhance project management practices in large-scale infrastructure projects within the Zambian context. Given the identified challenges of poor planning, resource mismanagement, and ineffective communication, future studies could explore how these issues can be mitigated by adopting more robust planning frameworks or improving resource management strategies tailored to the specific conditions of the region.

Furthermore, future research could investigate the role of project monitoring and evaluation mechanisms in large-scale projects. The lack of continuous monitoring identified in this study highlights the need for more rigorous tracking systems and early detection methods to prevent minor issues from escalating. Research could examine how tailored monitoring frameworks can be designed to better suit the complexities of Zambian infrastructure projects, ensuring timely interventions and better outcomes.

Lastly, exploring the organizational and socio-cultural factors influencing project success in Zambia, such as leadership styles, communication practices, and stakeholder engagement approaches, would provide deeper insights into how cultural and contextual elements can be integrated into project management methodologies. Such studies would contribute to a more nuanced understanding of how projects can be better managed in the Zambian context, particularly in overcoming barriers related to communication, resource allocation, and risk management.

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APPENDICES

UNIVERSITY OF LUSAKA

Interview Guide
December, 2024

A FRAMEWORK TO MITIGATE PROJECT IMPLEMENTATION FAILURE: THE CASE OF GLOBEX CORPORATION LIMITED

The purpose of this interview is to gather insights and opinions to develop a comprehensive framework that will mitigate project implementation failures in large-scale infrastructure projects, focusing on the External Power Reticulation Project at Globex Corporation Limited. Your input will be valuable in identifying the key factors contributing to project failures, evaluating the effectiveness of current project management practices, and proposing strategies to improve the success rate of future projects. The interview will explore these themes in detail, and your candid responses will help inform the proposed framework.

Specific Objective 1: Identifying Key Factors Contributing to Project Implementation Failure

i. What are the main challenges or obstacles you believe contributed to the failure or delays of the External Power Reticulation Project?

ii. In your experience, how did poor planning or lack of effective planning impact the project's progress?

iii. How do you perceive the role of resource mismanagement (e.g., budget, materials, workforce) in the failure of the project?

iv. Can you identify any specific issues related to communication between the project teams and stakeholders that led to project setbacks?

v. In terms of risk management, do you think the project adequately anticipated and addressed potential risks? If not, what were the shortcomings?

Specific Objective 2: Evaluating the Effectiveness of Current Project Management Practices

i. How would you assess the current project management practices at Globex Corporation Limited in terms of preventing implementation failures?

ii. Were there any specific project management strategies (planning, monitoring, execution) that were particularly effective or ineffective in the External Power Reticulation Project?

iii. How well did the project management team communicate and collaborate with stakeholders throughout the project? Did this communication contribute to or mitigate project failures?

iv. Do you think there were enough resources (financial, human, technological) allocated for proper project management? How did this impact the success of the project?

v. What improvements, if any, would you recommend to the current project management practices to enhance future project outcomes?

Specific Objective 3: Proposing a Comprehensive Framework to Address Project Implementation Challenges

i. What key elements do you think should be included in a framework designed to prevent project failures in future infrastructure projects?

ii. How important do you think stakeholder involvement is in the framework for mitigating project challenges? What role should stakeholders play during the entire project lifecycle?

iii. What specific risk management strategies would you include in a proposed framework to address potential implementation issues?

iv. In your opinion, how should communication be structured within a project team to ensure that all stakeholders are well-informed and aligned with project goals?

v. How would you recommend incorporating adaptive or flexible project management practices into a framework to ensure responsiveness to unforeseen challenges during project implementation?

Thank you for your participation

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1 2 i SCHOOL OF POST-GRADUATE STUDIES A FRAMEWORK TO MITIGATE PROJECT IMPLEMENTATION FAILURE: THE CASE OF GLOBEX CORPORATION LIMITED BY NAME: MEMORY CHOOLWE MAPESA STUDENT NO.: MSCPM22113045 A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTERS DEGREE IN MASTER OF SCIENCE IN PROJECT MANAGEMENT © 2024 DECLARATION I, Memory Choolwe Mapesa affirm tha t the presented work is entirely my own creation and has not been submitted for any academic degree at any other institution. All other sources used therein have duly been acknowledged. 1 2 3 4 5 6 30 87 117 Reproduction of any portion of this thesis proposal requires the explicit written consent of both the author and the University of Lusaka. 1 2 3 4 6 30 117 19/01/25 Student Signature Date Supervised by: …….. 19/ 01/25 Supervisor Signature Date ii DEDICATION I dedicate this work to my darling husband Brain N. Nalishuwa who incited this journey, believed I could do it and encouraged me all the way. iii ACKNOWLEDGEMENTS Primarily, I would love to thank God for being able to complete this work with success. Secondly, I want to acknowledge my husband Brain, for being by my side through out this journey. Honey, you have provided your time, resources, your love and unending support and very often a very needed push whenever it seemed I let the ball down and

Ethical Clearance

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UNILUS-RESEARCH ETHICS COMMITTEE

Ref no: FWA00033228-21312/24

Date: 13th December 2024

STUDENT NAME: MEMORY CHOOLWE MAPESA

RESEARCH TOPIC: A FRAMEWORK TO MITIGATE PROJECT IMPLEMENTATION FAILURE: THE CASE OF GLOBEX CORPORATION LIMITED..

The above research was submitted to the research ethics committee for review. The study has no major ethical problems and is approved subject to the following:

1. The study cannot be changed without express permission of the UNILUS research ethics committee.

2. Approval from the necessary authority should be sought.

Congratulations and the committee wishes you success in your work.

Professor Kasonde Bowa
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