

## Exploring the Success Factors of Project Management

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**Annotation:** More and increasingly businesses are adopting project management principles in order to enhance their competitive business strategies, making project management research more relevant. A project manager, team, organization, or specialist may work together to solve a range of challenges that fall under the umbrella of project management. When it comes to the idea of project success, there have primarily been two guiding principles: project management and project success. Scholars and analysts from all around the world are looking for the correct definition of project success and the most effective ways to manage projects. Even yet, it's hard to tell them apart because of their common existence. Project success has indeed been well-known throughout history, and it is intriguing to examine what models have been devised as well as how academics have identified factors that lead to project success. Project success factors are presented in this article by analyzing many views, models, hypotheses and solutions; the methodology used in past tests and other aspects of project success factor propositions are also discussed in this complete overview. Theories, knowledge, and ideas examined in this article help explain the project's success via a variety of research methodologies and the integration of results into the conceptual framework. It gives us a clearer image of the subject at hand and serves as a tool for evaluating the quality of the data being collected. To understand the link among project productivity and project success, this approach encourages the use of information gathered in action by project management.

**Keywords:** critical success factors, project management, approaches and theories.

### Introduction

the process of planning, developing, and delegating responsibilities for an organization's intended objectives is known as project management (Islam Shamim et al., 2020). Any manager in charge of a project probably wants the project to be finished successfully. The literature often makes a distinction between the performance of a project and the progress made by its management. Despite the fact that both interpretations are reciprocal, there are still some connections and differences between the two. A successful project will often accomplish the aims or objectives that it set in the beginning. On the other hand, the effectiveness of project management is evaluated using the traditional project triangle technique, which takes into account, in particular, expenditures, amounts of time, and costs. The conventional understanding of the success idea and the performance of projects have both undergone a number of revisions and improvements over the course of the years had passed. The expertise and experience of the project's primary stakeholders served as the basis for the development and improvement of performance indicators. In the past, the success of projects or the performance of projects was never only restricted by traditional technique. Instead, researchers investigated numerous aspects of performance, such as human

factors, the spread of information, partners and the definitions of interpretations, connectedness, as well as more sophisticated considerations (Hyväri, 2006).

By investigating a wide range of questions, queries, and points of view, this article aims to contribute to a better understanding of the notion of project success as well as the process of project approval. The study provides a detailed analysis of the subject matter. The article is comprised of a number of important components, the most important of which are as follows: first, a conventional strategy to progress and performance in project management; second, some advancements to current principles; and third, a comprehensive analysis of other aspects of performance. A more recent exhaustive literature study has been published, together with findings and even suggestions made on essential success variables (Abylova, 2019). The progress of study design that is in accordance with recent advances and established competence in the area of project management is something that this article advocates for and promotes.

### Research objective

The purpose of this study is to determine which aspects of project management have been the most important to its overall success. as well as to investigate the successful execution of cutting-edge project management strategies, methods, or methodologies.

### Literature Review

According to the findings of Hyvari (2006), important success and failure determinants have gradually been the focus of project management study in recent years. The results of previous studies suggest that the relative value of key essential factors changes drastically during the course of a life cycle, depending on which periods are being considered. However, the factors that contribute to success may either be seen in a very general sense or in a very specific one, and they can even have an effect on specific projects. It is of major value to the project management performance that a better knowledge of the essential success/failure measures, how they are calculated, and where these factors are connected may be achieved. There are still so many examples of projects that have gone above their expectations, which have been postponed, or which have fallen short of key goals. There are a variety of ways and tactics that have been devised, and there are instances of project management software that can be found online that are used to monitor the more difficult technical aspects of projects. On the other hand, very little attempts have been made to locate a system for the supervision and monitoring of the projects, which includes the more vulnerable human components of project management. However, it is reasonable to assume that future research will center on the interplay between the necessary success elements, assessment methodologies, and human aspects of project management. When it comes to project management, it appears like it would be good to pay more thought to the activities and operational impacts (Hyväri, 2006).

According to Thi and Swierczek (2010), the hunt for significant project determinants has been going on for more than thirty years. This trend has not stopped. The vast bulk of early research in this field focused not on successful project completion but rather on factors that contributed to unsuccessful project completion. In this research, the relationship among the project manager and the profitability or failure of the project was investigated. Based on the findings, it seems that the previous knowledge of a project management significantly reduces the likelihood of the project being successful. It did not make any difference to the manager's productivity how the tasks were measured after they were completed in the past. The analyst stated that the failure of the initiatives was due to the incorrect focus placed on them by the management system, which encouraged deceptive conduct and failed to adequately coordinate priorities. On the other hand, an incapacity to identify does not always portend future advancement. It has been argued that one of the most effective routes to enhance project efficiency would be to replicate the primary success generators of new programs (Thi & Swierczek, 2010).

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The process of the project's existence (intervening influence), project sectors and layout of the project are all taken into consideration in the model that Belout and Gauvreau (2004) developed. According to this model, connections between the success of a project and independent variables are ascertained by the process of the project. The phases of idea creation, planning, execution, and completion are all included in the cycle of developing a project. A functional, project team, balanced, and matrix structure are all examples of the several kinds of project structures. It would seem that the initiative would focus on the commercial or industrial sector. Figure 1 depicts this structure (Alotaibi et al., 2014).

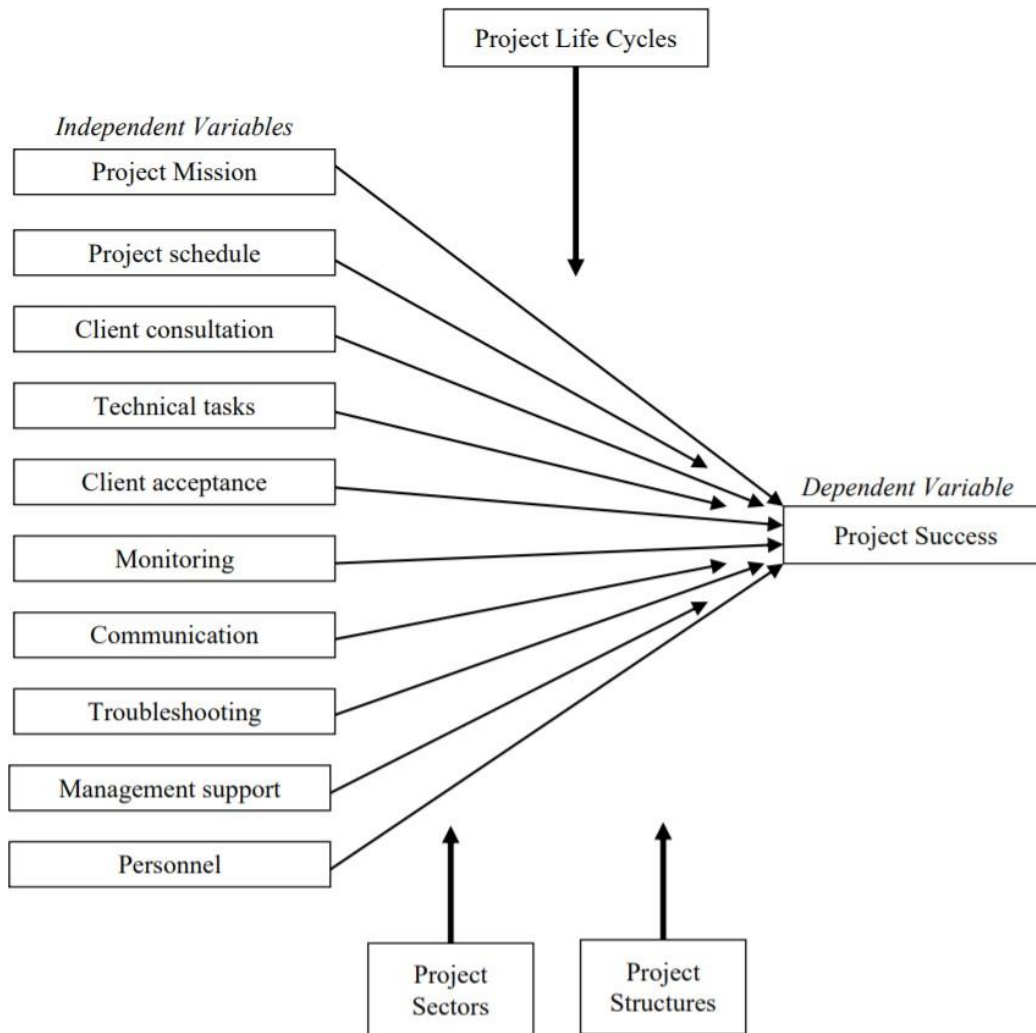


Figure 1. “Hierarchical Regression Success Criteria Analysis” (Belout and Gauvreau, 2004).

In the model, each of the 10 elements is presented as an independent variable that may be used to determine the effect of various influences, most notably the workers' factor. The success of the project is evaluated from three distinct vantage points: that of the project sponsor, that of the project manager, and that of the end user. Succeeding may be defined as reaching at least one of these three places with a satisfied expression on your face. It needs specific evaluation criteria, such as the following: technological success; the efficacy of project delivery; management and organizational implications; elimination of the project; self-development; technical innovation; corporate efficiency; and customer happiness.

Osorio et al. (2014) realize that the technique of arranging programs, such as the accomplishment in organizations of successful initiatives, offers a subject of interest for researchers and also project

managers. This field of concern is a topic of study known as program management. A lot of writing was put out there to help project management better arrange and carry out a wide variety of business endeavours in a dependable and efficient manner. The examination of project management being carried out with the use of analytical and methodological approaches. This resulted in the adoption of various method model structures, as well as the pledge of the CSF to the progression of the project. It has been shown that the critical success elements for a project are the same across a variety of projects and markets. However, it is important to note that the quality of the project, in addition to the organization, has a substantial influence.

According to Alias, Zawawi, and Yusof (2014), in the context of project management, critical success factors (CSFs) appear to be characteristics, circumstances, or variables that, if properly controlled or handled, may have a significant impact on the performance of the project. This was stated in the article. Numerous CSFs have been identified as a result of a large number of studies; nevertheless, there is a lack of consensus among researchers with respect to the metrics that should be used to evaluate the effectiveness of the project and the elements that are influencing its development. On the other hand, a number of studies that deal with CSFs show that the background effect determines which factors are the most significant, as well as whether or not such CSFs are connected to performance. Examining the CSF is one way that the majority of construction companies may improve the efficiency of their construction. This will make it simpler to identify management in the construction sector.

The CSF approach has been developed further and made more widely known over the course of the previous 20 years. However, the majority of studies rely on the traditional "iron triangle," which is not a feasible model and instead focuses on cost, productivity, and schedule (as prerequisites for the success of the project). Many of the research have shed light on the essential project features that are exclusive to green building endeavours. These characteristics include the initial dedication by the project leaders and the streamlining of the project execution procedures, both of which are not often regarded as key cost, time, and efficient performance elements for adjustments to ventures by the majority of academics from the past.

According to Radujkovic and Sjekavica (2017), the administration of projects is unavoidable in the modern environment. Project administration provides a forum for quality growth across an expanding variety of duties. Moreover, skills like language proficiency, flexibility and adaptability, and critical thinking and problem solving are also very important for an efficient project manager (Islam Shamim, 2022). Not only is project management a need, but it is also a field that strives to improve itself by influencing a wide variety of project management success criteria. Any project manager may benefit from the use of social media to overcome the obstacles of a project's global reach for talents, markets, investments, as well as suppliers (Islam Shamim, 2017). This article provides a brief background for project performance management variables, and discusses such issues as they pertain to the framework. The structure of the breakdown that is explained under Figure 2 then is categorised into 3 separate ventures that are co-funded by the EU, and supported by the finding are made. The most interesting of these results is the focus of specific implementation for the dividing system as well as real developments and statements of project. It is important to make investments in the area of project management, particularly in terms of increasing the level of expertise possessed by individuals and organizations (Radujković & Sjekavica, 2017).

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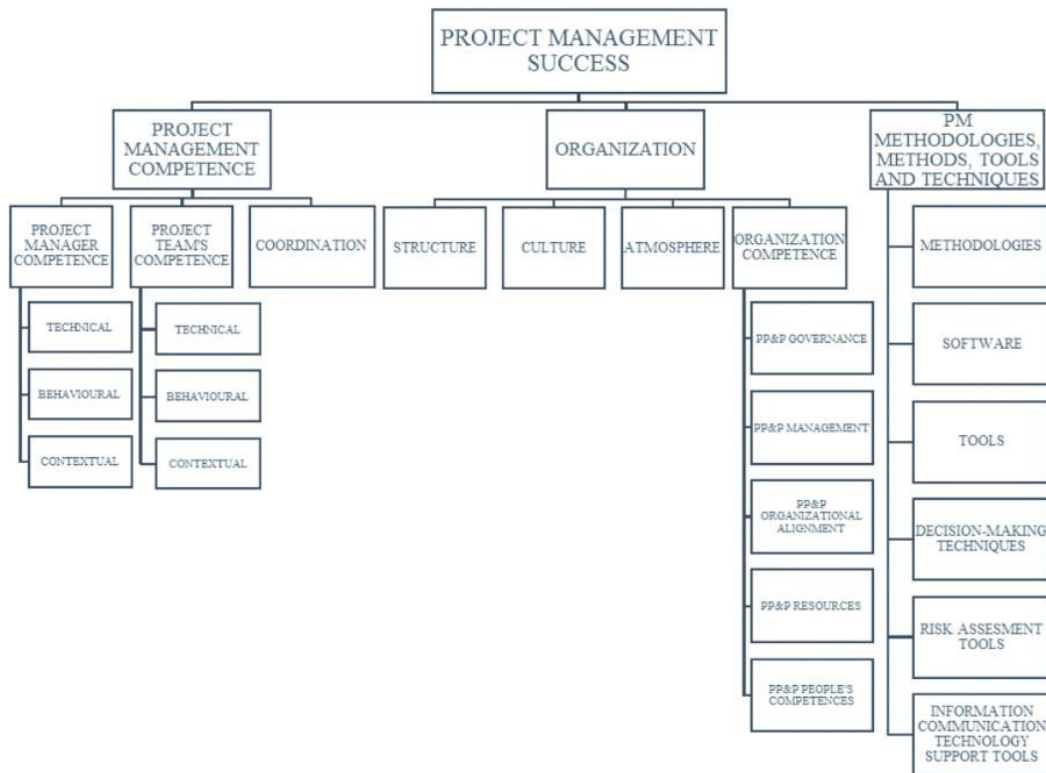


Fig. 2. Breakdown Structure of Success Factors (Radujkovic et al., 2017)

As part of a group effort, Jitpaiboon, Smith, and Gu (2019) conducted research on CSFs and reported their findings. The influence of the following three variables on the accomplishments of individuals, departments, as well as programs was evaluated: (1) approaches to project management, (2) recommendations for improved approaches to project management, and (3) backing from the management team. In addition to that, they conducted interviews with 121 students who had relevant expertise and experience as part of a group project. In contrast to the team's outcomes and the effectiveness of the mission, an exploratory factor research reveals that progress factors (tools for project management, the best tactics in project management, and support) across a whole project continue to represent to certain team leaders. According to the findings, in order to successfully complete the project, it will be necessary to make use of vital project management approaches, as well as common practices and help. In the course of conducting exploratory factor analyses, it was discovered that success factors in a project managerial support, management resources, and best practices in project management all seem to lead more to the outcomes of specific team leaders than they do to the output of department and the effectiveness of projects. According to the findings, in order for programs to be carried out in an efficient manner, one has to have ways for carrying out duties, best practices, and help. Furthermore, we believe that amicable relationships between members of a team help to mutual engagement in project teams, which in turn boosts the effectiveness of the team. Nevertheless, the majority of the time, it is the program itself that is to blame for the failure of a project. According to the results of this study, project managers make use of the resources provided by project management in order to develop a unified strategy and objective (Jitpaiboon et al., 2019).

It found that at least 71.6 percent of project managers and 78.7 percent of contractors viewed coordination to be 'very important,' once again demonstrating that interactions are an essential component in the administration of construction projects for the vast majority of respondents. Both the project management and the contractors working on the project reached a consensus that transfer processes are some of the



most important parts of communication. This suggests that a strategy centered on the client is being implemented. Concerning the so-called "golden triangle," it is necessary to have an environment that is conducive to facilitation in order to guarantee that construction initiatives are carried out in strict confidence by knowledgeable individuals, with a particular communication strategy (one that requires skills), and with the support of all appropriate stakeholders. If the issue has lately resulted in a rise in legal actions, one of the most important aims that the CIDB should strive to achieve is more contractual flexibility. Due to the fact that contractors do not often deal directly with the client, this resulted in a culture of hostility between project managers and contractors (Homthong & Mounгноi, 2016).

**Methodology**

The major methodological technique that was implemented in this study was an exhaustive investigation of secondary data. These kinds of specifics provide insight into the functioning of the programs. The currently available literature has been critically evaluated in close relationship with the study in question. The first search consisted of a collection of relevant papers on project management that were authored in publications and a matching assessment of published documents that were connected to significant project management performance criteria. In order to complement the study of an article that makes explicit reference to essential project management success variables, the purpose of the collection was to compile a set of related data. Additionally, it restricts the amount of research included in articles submitted for peer review to a few postings. During this period, two posts have been removed off the website on purpose, mostly due to the editorial review that is now being conducted. It's possible that non-traditional methods, including interviews and sample surveys, are now more successful than they always were. Studies that may be done in the future could in some way bolster it, and such studies would contain fundamental techniques of selection. Despite the limitations of the research, this work contributes to the body of knowledge on project management since it makes professionals and academics aware of potential factors that are essential to the successful execution (Alotaibi et al., 2014).

According to Jonathan, Hashemianfar, and Kasae (2018), the degree to which a project is successful is dependent on a number of factors. Therefore, ensuring the success of the project is one of the highest concerns for both the project management and the project partners. The design workforce is still grappling with an unclear notion of what constitutes successful project performance. In the world of business, there is no universally accepted or defined definition of what constitutes a successful project, and the circumstances surrounding each project manager are unique.

As a result, each project team may have a unique understanding of what constitutes a successful outcome for them. When it comes to a project's quality, there is a lot of back-and-forth discussion, but acceptance of the criticism is rare. CSFs, the diversity of which is essential to the achievement of a given strategic aim, are varied in each research. Efficiency measurements provide the quantitative CSF metrics. These characteristics are regarded to be crucial success or loss elements; nevertheless, relatively few studies have been undertaken to test them, explain them, or evaluate them (Janatyan et al., 2018).

**Findings and Discussions**

According to the findings of certain research, a particular definition of successful activities of project management does not directly relate the performance of project management with the progression of the project. In several pieces of writing, authors have emphasized how important project techniques are to the successful completion of project goals. One of the observations made in the research is that following the stage of project management, there is always a disagreement over the project's progression. Due to the fact that the factors of expense, timetable, and consistency can all be calculated, this is also considered to represent the performance of project management. It is not the performance of the project itself that is

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used as the primary yardstick for determining whether or not a project was successful; rather, it is how well the criteria for project management were met. Because of the way things now stand, the quality of the product and the effectiveness of the programs are essentially indistinguishable from one another and consequently cannot be separated. The more effectively project management strategies are used, the higher the likelihood of the project's success.

According to the findings of the research, one of the most important factors to take into account in order to ensure that project management is carried out in an efficient manner is the integrative role that both the project manager and the team play. As a result, a number of academics proposed that the client should not be involved in the process of developing the project in any way, and that it should instead be the responsibility of the project manager to monitor progress across all relevant domains. The customer is going to be responsible for a large portion of the program's execution. However, it seems that opposing viewpoints are more often than not since the majority of the study indicates that maintaining customer loyalty is essential for a successful project. Nevertheless, the performance of the project, in addition to the overall management of the project, is essential for social responsibility.

The expertise of project leaders and managers, compliance with rules and policies, uniformity of facilities given by subcontractors, and assistance from top management were the most important aspects of project management and project management, respectively. However, the importance of different components that contribute to success has shifted significantly. It is the goal of every report to differentiate between different performance metrics and major success determinants. This kind of writing brought a greater degree of ambiguity to the project literature.

The requirements needed to evaluate and monitor the success of the project are subject to change throughout time. In the vast majority of research, the terms "price," "time," "price," and "consumer" are mentioned. Considerations that are pertinent to the project include its magnitude and significance, the particular complexity of its operations, the length of its life cycle, the intensity with which it is being carried out, and the capacity of its network.

In a different point of view, there are a number of elements that are linked with the project manager. These factors include delegation of authority, coordination capacity, trade ability, commitment, competence, and role as well as responsibility viewpoint. The leaders of the project team were concerned with a number of important factors, including the technical background, coordination, obstacles, and involvement. This study also examines organizational elements, such as aid and support from top management, a structure for managing the initiative, the support of responsive managers, and the champion of initiatives. In a nutshell, the environmental factors that need to be taken into account for the project also include political, economic, cultural, and social environments, as well as the people, customers, rivals, and suppliers. It is difficult to conduct an accurate evaluation of either the performance of the project or the efficacy of the management of the project. These kinds of considerations give the key to assisting effectively provide programs that will suit a variety of stakeholders. In the meanwhile, each project will serve as a screen from the beginning to identify the difficulties and uncertainties associated with it; these techniques are essential for determining the success or failure of each particular project.

**Conclusion**

The field of project management research offers a diverse range of issues and avenues for debate. An examination of the performance definition was offered in this work, with a particular focus on the evolution of the conventional technique and on the interpretation of important success drivers in the project management as they are discussed in the literature today. We might argue that throughout the course of time, our understanding of what it means to achieve success has changed drastically. There is a

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