

experience in the field. As a result the project leader will lead a project that is beyond his capability. Participant I also mentioned job rotation, if everything has been done according to the processes, a project handover shouldn't be a problem because everything would have been documented. When the manager of a company is unable to provide direction, training, motivation, coaching for staff, the organizational culture and moral suffer. Poor leadership can produce negative effects on the company and employees (Kokemuller, 2017). According to Selnes (2015) effective project management is about achieving objectives successfully by planning and organising resources.

4.5 Research Question 2: *What recommendations can be made to the case study organisation to ensure that efficiency and effectiveness is achieved in project execution*

- *Stakeholder engagement:* The case study organisation needs to involve all relevant stakeholders and prioritise them accordingly. Stakeholder analyses need to be done before the project can commence.
- *Distribution and utilisation of resources:* Resource distribution becomes cardinal when there are limited resources. For project management to achieve efficiency all contributors should collaborate.
- *Skills development programmes:* Employees need to attend refresher courses so that they are inclined with the evolving technologies and competent when executing their work.
- *Change management on projects:* There should be continuous monitoring, progress reports and forecasting that must take place during all the phases of the project to ensure risk mitigation is done effectively.
- *Open regular communication channels:* Honest and clear communication channels must be created for internal and external stakeholders during all the phases of the project.
- *Code of conduct:* Strong ethical inductions and systems that address staff on ethics and code of conduct need to be implemented to ensure that the company is safe guarded against unethical behaviour and culture. This will address the shortcomings of the culture of lack of accountability that exists within job roles.

4.6 Conclusion

Several factors have been identified that influence the efficiency and effectiveness of project execution in the case study organisation. Some of these contributing factors are related to planning and others to the execution of projects:

- Inadequate and inefficient communication within project teams and the organizational environment.
- Lack of relevant stakeholder's involvement and management.
- Improper allocation and usage of resources.
- Shortage of skills, training and development of project team.
- Organisational culture not supportive of completing projects on time.
- Poor leadership within the project management unit.

In conclusion, the point of departure is that projects that do not learn the lessons from previous failures could be destined to failure in repeating the same errors. The case study organisation must ensure that project post-mortems form part of the key elements in the project methodology to avoid the same pitfalls.

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Biography

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