**AFRICA CENTER FOR PROJECT MANAGEMENT**

**DEPARTIMENT OF PROJECT PLANNING AND MANAGEMENT**

**THE PARTIAL FULFILMENT OF ASSIGNMENT IN PROJECT PLANNING AND MANAGEMENT MODULE “3” SUBMITTED TO**

**LECTURER: MR. KAREGWA MUCHIRI**

**BY**

**MALISH BENJAMIN AMBAWA**

**ADMISSION NUMBER:**

**Acpm pgd/084/2018**

**DATE: 28TH FEBRARY 2019.**

# 

# MODULE THREE QUESTIONS

1. Explain the factors that affect implementation of a project

Factors affecting project implementation has a few technical, economic and other factors that affect the development programme. The knowledge about the nature and the magnitude of the effect of each of these factors is necessary for development managers to be able to implement and manage the programme efficiently and effectively. Similarly, knowledge is also necessary for development policy makers and planners of NGOs to formulate realistic policies and plans for development (Heldman, 2018).

To begin with, Technical Factorasa project format can accommodate diverse activities or endeavors. An enormous variety of development activities may usefully be cast in project form. From technical point of view, projects of NGOs may be as diverse as irrigation, livestock, development, health and education. Every project is aimed at producing some output which an asset may be, or a commodity, or a function by which inputs are transformed into outputs. Production function involved is technical in nature. It is necessary for functionaries of NGOs to know the nature and form of the production process and the factors affecting it to be able to manipulate it to produce the desired results. Skilled and experienced technical staff with enthusiasm are essential for specifying the crucial technical factors involved in the implementation of a project.

Economic and Financial Factors**,** the economic factors affecting a project are relevant from the point of view of the society whereas financial analysis takes the viewpoint of the individual participants. Financial analysis reveals the need for investment, credit, stipend to trainees, honoraria and other incentives for the successful implementation of the project. On the other hand, economic analysis allows us to decide whether labor and other inputs to be used in the project should be remunerated at market prices or at shadow prices for effective project implementation.

Commercial Factors affecting the implementation of a project include the arrangements for marketing the output produced by the project and arrangements for the supply of inputs and credit needed to build and operate the project. On the output side a careful analysis of the proposed market for the project's production is essential to ensure that there will be an effective demand at remunerative prices. On the input side, appropriate arrangements must be made for the project participants to secure the supplies of raw material and infrastructure. Facilities of credit to farmers, artisans and trainees to purchase various tools and raw materials, should be made to ensure successful implementation of a project.

Socio-cultural Factors affecting the implementation of a project include the stratification of the project participants based on caste and religion, social customs and traditions, mores and taboos, distribution of project benefits among the clientele of the project, impact on environment and quality of life in general. Many projects have failed because they didn't meet the social objectives of their clientele. For example of V.K.R.V. Rao in India has rightly attributed the failure of planning due to "its lack of cohesion with social factors and the impediments imposed by the social and cultural forces."

Political Factors,NGOs have faced many challenges in implementing their projects due to political outfits. Many NGOs, left the area, few fought with politicians and few compromised and accepted subordination. With the decentralization, people’s elected representatives have been given due place in planning and implementation that is selection of beneficiaries. Sometimes these NGOs act to satisfy their vested interests. So, NGOs must keep political considerations in mind and act on people's participation.

Managerial Factor,Managerial skills are a necessary input for NGOs for the optimal use of resources, resource mobilization, information management, monitoring system, assessment of the needs of project participants. It is unfortunate with the NGOs, that most of NGOs have no professional development manager, for the very reason that support to NGOs is project based and expectations of these professional managers are greater hence affect the project implementation.

People’s Participation, to implementation of an area on specific development project is very difficult without the active and widespread participation of its clientele. Sometime community is project partner to NGOs and NGOs have become ‘corporate partner’ to funding agencies. Many factors may motivate people to participate in a project or refrain from participating. It is necessary to find out factors and design specific strategy to enlist their participation. In few areas, NGOs have been successful in enlisting the support and participation of local community in the implementation of development projects. But that is more because of the charismatic personality of the project leader and less because of any institutional innovations that can be replicated in a large scale elsewhere. Rauanan Weitz has distilled some simple thumb rules for enlisting people's participation. These are:(a) Create a human relationship. (b) Know the traditions and social customs of the project participants. (c) Introduce programme gradually and adapt them to the ability of the target population to enable it to absorb the change involved. (d) Get yourself a partner from amongst the local leaders. (e) Encourage and promote development leadership among both the project employees and the local people thus affect the project implementation.

Integration and Coordination,many government and non-government agencies are undertaking development programmes at the grass-root, sometimes for the same area and same beneficiaries. It is essential that different development programmes under way in an area be integrated and coordinated for optimum results, otherwise it creates over lapping, duplication and wastage of scarce resources.

1. Explain any two methods for effective implementation of projects.

Project involves many activities; project functionaries should use methods for effective implementation to complete in time and budget.

Bar chartsmethod, was first developed by Henry L. Gantt, it is sometimes referred as Gantt chart. Bar chart is a pictorial representation showing various activities involved in a project. The chart has two coordinate axes; one axis represents the activities and the other axis represents the time required for completion of the individual activities (Ferraro, 2012).

The axis represents activities, involved in a project, are drawn in the form of bars, and the length of the bar represents the time taken for the completion of each activity. In the projects, there are some activities required to be taken up simultaneously, while some are required to be taken up only after completion of other activities and there may also some activities,

|  |  |
| --- | --- |
| G The following are some of the activities involved in the construction of a training center: | |
| Activities | Time required |
| Digging of foundation | 3 Weeks |
| Pouring foundation concrete | 1 Week |
| Construction of walls | 10 Weeks |
| Construction of roof slab | 3 Weeks |
| Land leveling | 4 Weeks |
| Fixing of doors and windows | 1 Week |
| Digging of well | 2 Weeks |
| Plastering and finishing of walls | 2 Weeks |
| Electrification | 1 Week |
| Total | 27 weeks |

Source: Management manual

The above activities can be depicted in a bar chart after identifying their logical sequence. If water required for the construction work is not available at the project site, the activity ‘digging of well’ takes priority. Let us assume that water required for the construction work is not available at the project site and it is also not easy to procure water from outside. Under these circumstances consider the following two activities- **•** Digging of foundation, and **•** Digging of well. Though digging of well seems to be the first activity that should be started since requirement of water is essential for the construction work, digging of foundation activity need not wait till the digging of well is completed. Water is required only for brick and concrete work and hence both the activities viz. digging of well and foundation can be done at the sometime. As we see from the bar chart, the total time required for the completion of the project is 20 weeks.

Network based scheduling,for a rural development project having large number of activities, the project scheduling becomes very complex. Network scheduling techniques can keep away from time over-run and cost over-run. These are: Critical Path Method (CPM) and Programme Evaluation Review Technique (PERT). CPM was developed in the year 1957 by Morgan R. Walker of Du Pont and James E. Kelly of Ramington Rand. An activity is an identifiable job that has a beginning and an end. An activity consumes resources like time, human resource, money and material like organizing health camps in villages, farmers training may be called activity. An activity is represented by straight arrow with circles at both the end. The direction of the arrow indicates the direction of flow of the project. The length of the arrow doesn't represent duration of activity. Circle in the beginning of arrow represents the starting point of activity, while circle placed at end of the arrow represents the finishing point of activity. Activities of the project are interrelated in relationships. Concurrent Activities are activities that can be carried out concurrently are called concurrent activities. As in earlier case, fixing of doors and windows and electrification are concurrent activities and can be carried out concurrently since they do not depend on each other. Preceding Activity are the activity that occurs immediately before a given activity, is preceding activity. Activity ‘C’ is the preceding activity for activity ‘D’. Dummy Activity is an imaginary activity included in a network. Since it is not a real activity, it does not consume resources, but it is included in a network to maintain the network logic and to avoid ambiguity.

Critical Path Method (CPM) is a network represents logical sequence of activities having many paths starting from the initial event and leading to the last. If duration of all the activities that lie on a path are added, it gives the duration of that path. The path with longest duration is called critical path and the activities that lie on the critical path are called critical activities. It is the critical path that sets the overall duration of the project. For example, in the construction of training Centre, the longest duration is 27 weeks and is a critical path. The main function of PERT and CPM is to determine and control the time required to complete a project, the main benefit is time saved through the scheduling of tasks, both initially and as the project progresses. Since time and cost are closely related, saving time usually leads to savings in costs. In addition, both PERT and CPM have been adapted and applied explicitly to costs. They can, for example, be used to develop an optimum cost-efficiency schedule that can help managers to determine the savings and costs involved in achieving a shorter production schedule. Using extra labor to reduce the duration of an activity, for instance, may cost more than the bonus for early completion. Other extensions of PERT and CPM, such as pinpointing problem areas, improving communication, and comparing alternative actions, also enhance their usefulness. Proper analysis of cost incurred on a project in terms of environment degrading and social dilemmas have led agitations against those projects. There have been responsive causalities over these agitations and there have been deadlocks on such projects.

1. Identify assumptions that a project manager should bear in mind when executing project documentation

Assumption a thing that is accepted as true or as certain to happen, without proof

External factors largely outside the control of project management, but important to the success of the project, should be stated in the form of assumptions, e.g. qualified volunteers available in sufficient numbers. In most instances, it would still be necessary to add the reasons which lead the planner to believe that the assumption will materialize (Kerzner, 2013).

In addition to that planner or manager can reduce the uncertainty in which the project will operate (and establish the bounds of managerial responsibility) by specifying the situations which must be ‘taken as given’ if the project is to achieve its objectives, but over which the participants (donor, government) have little or no control. Furthermore, stating such assumptions doesn’t imply that the project’s design is effective, only that the designer is being realistic. A single project is only one of many forces at play, and usually a relatively small one at that uncertainties about at every level of the project: the project components are by themselves unlikely to bring about progress from each design level to the next. These factors are necessary but only with the addition of the assumptions are the conditions established which are both necessary and sufficient for progress to the next level, for instance, the project may be intended to complement a programme of the government, of another UN agency, or of a bilateral donor or other donor. The very fact of stating such expectations concerning ‘third parties’ will start the project off on a sound and more realistic foundation.

More so, assumptions identified in the project document should be Well founded:After stating each assumption, the planner may wish to add why the assumption has a good chance of materializing, e.g. legislation to reduce import duty on raw material for handloom industry by 25% will pass by 1 January. The Minister of Commerce, Minister of Labor have announced their support, the trade union has made an official representation, and a parliamentary drafting committee has been established.

This suggests that some checking is often required before an assumption can be stated. For example, high chronic underemployment in an area where a rural labor intensive road project is planned does not necessarily mean that sufficient manpower will always be available; it could turn out that key project phases requiring peak manpower levels coincide with the harvesting or marriage season. (a) Precise that the assumptions should be stated in operational terms rather than nebulous hopes. Thus: not “Researchers will have access to all necessary data” but “The project’s data cell will provide the necessary statistical data by 1 January.” (b) Stating assumptions in this manner may also serve to alert the project’s management to opportunities that may arise to make recommendations or exert influence, when appropriate, to increase the probability of an assumption materializing. (c) Highly probable that this point is critical. A project based on a set of assumptions which are unlikely to materialize is in trouble before it starts. Obviously, some assumptions may be more important than others, ranging from the highly desirable to the indispensable. It is quite unlikely that a project which is based on several essential assumptions, each of which has only a limited chance of being realized, will be successful.

Note that under assumptions do not list (a) prior obligations and pre-requisites or (b) inputs to be provided by one of the partners to the project; these are not things over which the partners to the project have no control. It should never be assumed that the target group wants the project. Reasonable efforts should always be made to confirm this beforehand. This is not to suggest that the target group is bound to accept the eventual recommendations or findings of the project, but merely that the target group or their spokesmen or people’s elected representatives agree that the project should take place. If such an assumption were made and turned out to be untrue, the potential contribution of the project would likely be nil.

Assumptions are categorized as (a) Immediate objective to development objective explainsWhat events, conditions or decisions outside the control of the project are necessary so that the achievement of the immediate objective will contribute to the attainment of the development objective? (b) outputs to immediate objective, list the assumptions necessary so that the immediate objective will be achieved once the outputs have been produced. (a) activities to outputs, list the assumptions, in addition to the activities listed which are necessary to produce the outputs. (d) inputs to activities, list the assumptions necessary for the activities to be undertaken once the inputs are available. Once the assumptions have been listed, verify that: (i) Planned performance, at each level, together with the assumptions, create the necessary and sufficient conditions for progress to the next level; (ii) Each assumption has a strong probability of materializing; (iii) Whenever possible, assumptions are stated in operational terms so that project management can recommend or inspire action by others to increase the probability of an assumption materializing.

1. When designing a project proposal, why is it important to formulate a project rationale?

Project rationale is a statement of facts explaining the background of the project. The rationale identifies the need for the product or process and offers viable solutions. The rationale is one of the first documents to be written by the Project Manager and sets the background for the Business (Schmidt, 2009).

While designing a project proposal it is optional to formulate project rationale. At this point, in the project document, the planner may wish to explain the reasons for recommending a approach or strategy. He may wish to discuss why, under the circumstances, the proposed solution is considered more timely or acceptable than some obvious alternatives. The planner may wish to add information essential to an understanding of the project, or to develop any aspect of the previous steps which requires further amplification. He may wish to discuss why it is the organization that should be conducting this project, or describe how the project fits into a unified, integrated, coordinated or multi-disciplinary approach. This section is optional; it may be used, however, if the balance of the project document does not adequately convey the reasoning underlying the recommended approach.

Project document outline and project rationale, the inter-relation of the various design components can be seen at a glance in the Project Document Outline. The form used is optional but can be helpful in organizing various design components and in putting them into perspective, thereby making it easier to prepare the document narrative. The information presented in the outline must obviously be limited to key aspects in summary form. For example, for a human resource input, the following entry might appear: Training specialist to develop curriculum (by Feb. 20): USD 80,000 showing the questions appropriate to each section appears overleaf, followed by a completed outline project.

More so, there is development rationale or Higher-Level Objective: What is the reason for the project, the broader sectoral objective towards which the efforts of the project or programmed are directed? Why is the project being undertaken? Who are the intended beneficiaries? What impact is being sought? Immediate Objective: What specific effect is the project to achieve within its lifetime, i.e., if the project is completed successfully, what improvements or changes could be expected in the group, organization or areas towards which the project is directed?

Indicators of Project Impact: What are the means of verifying the accomplishment of the development (or higher-level) objective? How will project management, or anyone else, know that the project is making the hoped – for contribution towards the achievement of the objective at this level? Indicators of Objective Achievement (End of Project Status): What evidence, measures or indications will confirm that the project’s immediate objective is being or has been achieved? What are the objectively verifiable conditions or situations which are expected to exist if the project achieves its immediate objective? Immediate Development rationale or Higher-Level Objective: What are the events, conditions or decisions outside the control of the project which must prevail in order that the achievement of the immediate objective may contribute to the attainment of the Development or

1. Explain any five good practices in project design

There are six good practices in any design process of a development intervention. They are critical during formulation and start-up and when any revision of the project is undertaken, such as during annual and mid-term reviews.

First, Involve all relevant stakeholders in participatory processes of project design. This could be government, beneficiaries that are fully involved in the project run up process. Their participation will prove the ownership of the project and resultant outcome could be realized (Schmidt, 2009).

More so, undertake a thorough situation analysis, together with primary stakeholders, to learn as much as possible about the project context as a basis for designing a project strategy and implementation processes that are relevant. These include the community set up, political climate and government policy need to thoroughly be undertaken.

Again, develop a logical and feasible project strategy that clearly expresses what will be achieved (goal and purposes) and how it will be achieved (outputs and activities). Agree and focus on cross-cutting issues of poverty, gender and participation.

Consequently, Plan for long-term capacity development and sustainability to ensure that the project contributes to the empowerment and self-reliance of local people and institutions.

Lastly, build in opportunities and activities that support learning and enable adaptation of the project strategy during implementation.

1. Is it important to involve stakeholders in project implementation, explain your answer?

To begin with, developing and implementing projects can be a complex and difficult process. Stakeholders may have skills and knowledge to contribute to make the deliverables better, and the project needs them to support both the development effort and eventual use of those deliverables for the project to be truly successful. Projects without good stakeholder consultation are setting themselves up for failure. Those that do consult widely increase their chances of success (Stephen Barker and Rob Cola, 2009).

Consequently, whether internal or external, all the projects that you manage have stakeholders. One of the main reasons projects fail is because the deliverables were not what the customer wanted, or they did not meet the customer’s needs. To ensure project success, it helps that you know all the key stakeholders on your project, how they prefer to communicate,   
  
More to that, engaging stakeholders during and especially at the beginning of your project will help reduce and uncover risks and increase their “buy-in.” When stakeholders are adequately engaged, their influence spreads far and wide. Some of the ways stakeholders are important to a project are as follows.

They provide expertise, Stakeholders are a wealth of knowledge about current processes, historical information, and industry insight. Many times, these team members will have been at the company or on the project longer than the project manager or project team. It’s important to involve all key stakeholders when gathering and documenting requirements to avoid missing major deliverables of the project. Project managers, or others who oversee deliverables, may not be experts on every project. Key stakeholders can provide requirements or constraints based on information from their industry that will be important to have when understanding project constraints and risks.

It also reduces and uncovers risk, the more you engage and involve stakeholders, the more you will reduce and uncover risks on your project. When discussing initial requirements, project needs, and constraints, stakeholders may bring up issues or concerns about meeting those things. Uncovering risks and then discussing a plan to mitigate them before issues arise will dramatically increase the success of your project. Involving knowledgeable stakeholders.

Additional to that it increases project success, by gathering and reviewing project requirements with stakeholders, you will get their “buy-in,” which will in turn help increase project success. If you can’t meet stakeholders’ needs, due to conflicting needs or priorities, set expectations early in the project life cycle. This will help you manage the relationship throughout the project instead of there being surprises at the end. Stakeholders should always be aware of the project scope, key milestones, and when they will be expected to review any deliverables prior to final acceptance.   
  
Not only that, granting project acceptance are more regularly you engage and involve stakeholders from the start, the more likely you will have a positive project conclusion. By the end of the project, the team members should have already been aware of delivery expectations, risks, and how to mitigate the risks. They also should have reviewed draft deliverables along the way. This process should help avoid any surprises at the end of your project. The final acceptance is just their final stamp of approval during the project closure phase. 

In addition to that it may be, also inspiring them to identify, manage and control their own development aspirations, and so empower themselves; Ensuring the project goals and objectives will be relevant and, as a result, meet the real needs of the rural poor; Ensuring the project strategy is appropriate to local circumstances;Building the partnerships, ownership and commitment needed for effective implementation.

Local participation early on can also be cost-effective in the long run. If the investment hadn’t been made up front, much money would have to have been spent later for one-way information campaigns before and during project implementation. The first step in project design is to conduct an initial stakeholder analysis. This requires listing potential stakeholders (individuals, social groups and organizations), prioritizing who must be involved (and not everyone who it would be nice to involve) and agreeing with them on how they can best be involved. This is the basis for being able to understand their needs.

However, stakeholder participation in design is not limited to working with local communities or valuing their views above others. The idea of a ‘community’ that one consults is quite simplistic and can cause problems. For example, if implementing partners or project staff consult a community, will all local voices be heard? Which ones will unintentionally be forgotten or ignored? Also, what is good for one community is not necessarily good for another or for its region. So which community will you listen to if they have differing opinions? Understanding differences within and between local communities means, listening and listening again – and working together. Only then can we gain insights into local relationships and interests. Some people think that illiteracy and geographic isolation of target groups makes participation impossible. But many examples show how including the poorest, most isolated and illiterate of groups is possible with some creativity and time. Good participatory processes involve sharing perspectives and negotiating differences. Stakeholders can be involved in many ways, including comprehensive participatory rural appraisal (PRA) processes, informal discussions and planning workshops. However, people’s physical presence is not enough. Some very poorly designed projects have included many local people who did not participate freely. Ensuring high-quality participation is key and will require creating project structures that can respond to people’s requests. Make sure that you consider all key stakeholders as a part of your project team. They all will bring value and expertise to help ensure your project is a success.

1. The local community where a project is to take place or taking place is a very important ingredient when it comes to decision making on project implementation. Do you agree with this statement? Backed up by relevant examples, explain your answer.

Any project will require many adjustments during its life. Do not overly detail a project strategy, as this hinders adjustments during implementation. Here are some ideas for a design team to build learning opportunities and change into the design-

Local communities had a strong sense of group action. When local youths saw what the project was beginning to develop, they started to participate voluntarily in certain aspects, lending a hand with seedling protection, community health and water supplies. The project was able to involve them in implementation and Monitoring and Evaluation, and so gained valuable support and informal feedback on the field situation. Design the process, as well as objectives, at the higher levels. Identify the forums and processes that will be used to involve stakeholders in project review and adaptation and build in flexibility to respond to unplanned opportunities.

Self-reliance is all-embracing term covers a wide range of benefits which community participation can bring. Participation helps to break the mentality of dependence which characterizes much development work and instead it promotes self-awareness and confidence, making people examine their problems and to think positively about solutions.

Efficiency: participation brings about a greater chance that resource available to development projects will be more efficiently. Community participation can, for example help reduce misunderstanding or possible disagreements, and thus the time and energy often spent by professional staff explaining people of a project benefits can be reduced when community were involved in decision making of project implementation.

Effectiveness: community participation in decision making will also make projects more effective as instruments of development projects are invariably external mechanisms which are supposed to benefit the people of area. Participation which allows these people to have a voice in determining objectives, to support project administration and to make their local knowledge, skills and resources available must result in more effective projects. A major reason why many projects have not been effective objectives in the past is because local people were not involved. Effectiveness equals the successful realization of objectives and participation can hold to ensure this (Crook and Manor, 1998).

Coverage: Most government programs and many agencies directed or supported development projects reach only a limited and usually privileged number of people. In many developing countries delivery services have contacts with only few people of the population. Community participation in decision making will extend the coverage, bringing more people within the direct influence of development activities, which, in turn could broaden the mass appeal of such services. Extensive literature search has identified the importance of community participation in development projects since it is broadly accepted that community participation is one of the key ingredients of an empowered community .But community participation is far more than a requirement, it is a condition for success studies have documented that communities that engage their citizens and partners deeply in the work of community development raise more resources, achieve more results, and develop in more holistic and ultimately more beneficial way. Community participation then, is critical to community success (Norman, 2000). It is believed that participation ensures success as people get involved when they have a sense of ownership of project and feels that the project meets their needs. This makes them readily oversee construction and then take care of the facilities to ensure their sustainability (Tacconi & Tisdell,1992).

In addition it is suggested that participation can lead to greater community empowerment in the form of strengthened local organizations, a greater sense of pride and the undertaking of new activities(Oakley,1991).Lancaster (2002), points out the importance of community participation as follows: the approach helps the project to be sustainable as communities themselves learn how to adopt and correct changes resulting from the project ,partnership or participation helps to protect interest of the people concerned, it enhances self-respect and self-reliance among people, that is ,they are enabled to obtain and do this by themselves, communities become aware of the project implementation as they have a great store of wisdom and skills. They understand their local needs and the nature of new project which they achieve. They can easily spread the new knowledge they acquired to other communities, thus cause a rapid increase in growth of the new idea, participation promotes a sense of ownership among the community of equipment used in the project, and even projects itself. For example, they will protect and maintain the projects through their own means like dispensary buildings, water pumps and school buildings.

Community engagement is a vital part of many projects and the benefits of it are well documented, such as better outcomes for all stakeholders, community ownership and lower project costs. Effective community engagement is about recognizing that involving the public in a project is no longer about information dissemination and telling the people what is being done, but is a two-way information sharing tool. Regardless of your qualifications, everyone knows what they like and dislike, has an opinion about what needs to be done and where priorities should lay.

Decision makers recognize that the community that uses the spaces that it's planning for have an intimate and unique relationship with the area that they themselves often do not have. Because of this knowledge, community members can provide new information on a project that has yet to be considered. Public involvement brings more information to the decision, including scientific or technical knowledge, knowledge about the context where decisions are implemented, history and personalities. More information can make the difference between a good and poor decision.

Community benefit / ownership, When the community is involved in a project, they have ownership of it and the decision-making process, which is key to a successful project outcome, even if not all individuals necessarily agree with the outcome. When a project is finalized, and you can see the fruits of your labor, it feels good knowing that you were involved in something that benefits the community.

# References

Ferraro, J. (2012). *Project management for non- Project Managers.* New York: Ammerican Management Association,1601 Broadway, New york, NY10019.

Heldman, K. (2018). *Project Management Jump Start.* Canada: John Wiley & sons Inc.

Kerzner, H. (2013). *Project Management: A systems Approach to planning, scheduling, and controlling.* New Jersey: John Wiley & sons Inc, Hoboken, New Jersey.

Schmidt, T. (2009). *Strategic Project Management Made Simple.* New Jersey: John Wiley & sons, Inc, Hoboken, New Jersey.

Stephen Barker and Rob Cola. (2009). *Brilliant Project management.* London: Saffron House, 6-10 Kirby street, London EC1N 8TS.