



# **Masters Research Report**

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*An investigation into the human capital perspective of project management – ensuring project success within selected financial organisations in Botswana*

*Course: CON5023Z*

*Research Report*

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# Abstract

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Projects are an integral part of business growth. Ensuring that structures are put in place to allow for success is important within projects. However, projects can have different issues throughout execution, which include, project delays, poor conflict management processes and limited resourcing. Therefore, an investigation into the aforementioned areas to examine the impact they have on project success was deemed necessary for the research report. Based on the issues highlighted, the purpose of this study is to examine the views on project success and the impact of human capital on project success through the lens of three practicing project managers in selected financial services industry in Botswana.

A multiple-case study framework has been developed in order to address the key issues being tackled in the study. Areas of exploration include an examination of key team roles and how they would apply in the context of the selected financial institutions as well as an examination of whether all of Belbin's key team roles are necessary in a team setup from the case studies. A look into how the project managers view project success as well as the constituents of success within the organisations they represent. Lastly, the study investigates the underpinnings of conflict management within their various organisations and how they navigate issues arising. Finally, an analysis of the results is done leading to the research findings and conclusions of the study.

# Acknowledgements

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I would like to thank God, for giving me the provision to be able to complete my study.

I dedicate this research report to my mom and dad.

Daddy, I know you would be proud of me (1962-2005).

I would also like to thank Karen, for being patient with me and guiding me every step of the way.

**And**

The financial institutions that allowed me to use them as my case studies as well as the project managers who participated.

Thank you.

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## **Abbreviations**

SSM – Soft Systems Methodology

BAU – Business as usual

EXCO – Executive Committee

# 1 Introduction

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## 1.1 Research Introduction

The proposed study will outline the background context of the selected Botswana financial institutions by providing the picture of the current Botswana financial industry climate, the issues that the industry is facing, the project management environment within the financial industries sector as well as giving insight on the current views of the role of human capital in ensuring projects become successful.

The study will be outlining issues within the financial services sector from a project management standpoint, challenges revolving around project success, desirable qualities in human resourcing within projects as well as how project managers resolve conflicts within their teams.

In addition, this study will be looking at a summary of the different issues that will allow for project success. Factors which play a role in insuring project success e.g. clear project management processes, suitably skilled professionals, as well as the appreciation of differing team members (Fortune and White, 2006), are discussed.

Projects are an integral part of any functioning and forward moving organisation. At the core of project implementation, human capital plays a pivotal role in driving projects within any organisation(Cooke-Davies, 2002). That is, projects are not only an amalgamation of different technical tools and techniques, but central to project implementation is the human capital, in which people running them are the key driving force (Belout, 1998).

It is important to note that different areas of project management can affect project success, for the purposes of this study, the focus is will predominantly be on the human capital perspective, in order to draw out the issues that the selected financial institutions may face with regards to project implementation and the team composition or roles played by each project team member and how these apply in the Botswana context.

## 1.2 Background to the study

Botswana is a country of about two million people with a GDP of USD15 980 per capita as at 2015. According to the latest Botswana Investment Trade Centre (BITC) report, the growing nation is headed towards developing its economy in Africa especially with a base of already being one of SADC's most prosperous states (WorldBank, 2019). The country has a thriving financial services industry that is dominated by the banking and the insurance sector (BITC 2015).

Projects within the financial services industry are important for any organisation to achieve its strategic goals and maintain a competitive for the financial industry's counterparts (Frame 2003). Therefore, as mentioned in the introduction projects become a very integral part of any forward moving organisation. Most large financial and insurance companies in Botswana such as First National Bank Botswana (FNBB), AON and Botswana Life Insurance Limited (BLIL) have project units and/or offer services that are a subset of project management. Established project management consultancy companies such as Pula Consultants and Innolead specialise in offering services to organisations such as those previously mentioned within the field. Such companies are enlisted by a number of private and public sector organisations to provide the suitably trained human capital in order to execute projects on their client's behalf. This is because through different anecdotal reviews, Botswana is viewed to face slower general economic growth due to poor project implementation (Dzimiri, 2013). These challenges can be attributed to issues such as poor work ethic and poor service delivery (MmegiOnline, 2008). The anecdotal evidence suggests that poor project implementation in the Botswana financial services industry which is a result of poor work ethic and poor service delivery has resulted in project failures in the financial sector, affecting the industry in the Botswana economy (Mguni, 2019).

The role of the human capital in projects that seeks to respond to such challenges relating to successful project implementation in a nation which has consistently been rated poorly in human capital and work ethic indices and rankings cannot be underrated (Schwab, 2020), and it is an under-researched area in Botswana financial institutions. Projects are an integral part of any functioning forward moving organisation and at the core of project implementation,

human capital plays a pivotal role in driving projects within any organisation (Cooke-Davies, 2002). That is, projects are not only an amalgamation of different technical tools and techniques, but central to project implementation is the human capital, in which people running them are the key driving force (Belout, 1998). In order to determine project success, the organisation has to look at what it determines as project success factors which feed into the project success criteria. These two areas then help the organisation determine whether they have been successful or not in executing their projects (Ika, 2009). In light of the fact that projects have the same traditional workflow in terms of process streams as other parts of the organisation, where there are people, there are cultures at play within their environments and the project management area is of no exception. There will always be internal issues in terms of project management organisational culture (Biggs and Smith, 2003) as well as where team composition plays a significant role as it refers to how projects will be effectively executed (Aritzeta et al., 2007).

In the global context, financial organisations are faced with issues regarding customers, market competition, acquiring the right talent as well as from the regulatory environment (Squier Martie, 2004). To bring more focus to the human capital perspective, companies face issues of employee bewilderment, lack of motivation, team roles, conflict management and workplace frustrations (Latham and Locke, 2006). The highlighted issues are not interlinked with tools and techniques within project execution but revolve around – people, how they view others, themselves as well as their positions/roles within a project team. In addition to this, soft skills can be viewed as an integral facet of human resource management as well as conflict management within teams to allow for different views to be expressed and acknowledged, issues surrounding the aforementioned are prevalent within most organisations and not just financial institutions (Checkland and Poulter, 2010).

Leadership is also another aspect of the human resources field within project management that has considerable influence within most organisations with project management offices (PMOs) that are in strategic alignment with advancing within the marketplace (Hartog and Keegan, 2004). Within this context, leadership e.g. coming from the viewpoint of a project manager is key defining whether a project will be successful or not as this pertains to the soft skills involved (Selvin and Pinto, 2004). In light of this, there is minimal research within the Botswana framework that addresses how the above issues are presently dealt with or the

measures or policies in place talking to how financial institutions mitigate the problems they face within the industry in executing projects.

Despite the existence of the project management units in most financial institutions in Botswana e.g. First National Bank of Botswana (FNBB), Botswana Life Insurance Limited (BLIL) and Stanbic Bank Botswana, which are meant to respond to the challenges these institutions deal with in their daily operations, there is very minimal research on project management specifically focused on the financial industry within the country. The focus of the existing research seems to be based on Africa in general or the Southern African Development Community (SADC) region as a collective as well as the maturity levels of the project management practices (Botlhale, 2017). It would appear that the project management field in Botswana has issues ranging from implementation to matters of corruption leading to projects not being completed and executed on time (Mguni, 2019) and this is not an issue affecting Botswana alone but Africa at large (Ika, 2012).

The information based on the success or failure thereof of projects in Botswana seems to emanate from anecdotal evidence e.g. from websites and predominantly newspaper articles and even then, concentrating within project management in the engineering/construction fields or social development arena (Botlhale, 2017). However, with the number of problems faced within the project management field in Botswana as denoted from the anecdotal findings, there is minimal evidence on the exploration of how the human capital aspect is managed as well as its effects on ensuring successful project execution.

It is apparent that the human capital component does not only play an essential part in any organisation but it is fundamental within the running of any project to ensure that the organisation realizes its strategy goals (Schwab, 2020). Since project execution is not only dependent upon tools and techniques, what needs to be investigated within the Botswana context is how deployment of quality resources and the examination and placement of key roles within a project can positively affect the outcome of the latter based on the financial industry in the country.

## **1.3 Statement of the problem**

The problem to be examined within this study is as follows:

Literature indicates that attention to human capital is a core predictor of project success and given the poor project performance in Botswana's finance sector, the purpose of this study is to unpack how the extent to which human capital contributes to project success, the impact of the roles played by project managers in ensuring successful project execution as well as exploring what the barriers to employing or enlisting the right people for successful project implementation are (Botlhale, 2017). There isn't a large focus on project implementation within Botswana's financial industry, however it appears predominantly from anecdotal evidence there is little if not, nothing on the role of each team member (regarding their qualities or characteristics) to ensure successful project execution (Mguni, 2019). Among other issues, this leads to poor or unsuccessful project implementation and these financial institutions having to outsource from specialised project management firms to assist in the execution of successful projects (Kaboyakgosi and Marata, 2013). It therefore becomes imperative to also investigate whether strategic human capital selection is positively correlated with project success.

## **1.4 Research Questions**

The research questions relevant to this research study are:

The research questions have been focused as follows:

1. How are project team members' qualities taken into consideration in terms of the roles they will play within a team deployed on projects undertaken in the financial industry in Botswana?

2. How is conflict management between project members addressed to allow for successful project implementation in projects undertaken in the financial industry in Botswana??
3. How can the strategic deployment of human capital ensure project success in projects undertaken in the financial industry in Botswana?

## **1.5 Research Propositions**

The research propositions in response to the research questions set out above are:

Strategic human capital deployment is done to ensure project success in projects undertaken in the financial industry in Botswana which rely on:

- (a) Harnessing the diversity of the project team composition by ensuring that project team member specific qualities are highly valued and
- (b) Creating a harmonious work environment where positive synergies within a project team are fostered through mutual understanding of team members views to ensure project success

## **1.6 Research Aim**

The aim of this study is to:

Gain a deeper understanding of how team member qualities are taken into account when forming a project team, how conflict is managed and how these issues affect successful project implementation within the selected financial institutions in Botswana. In addition, to what extent does the role of human capital, that is the roles team members play, influence project success and team cooperativeness.

## **1.7 Research Objectives**

The research objectives of this study are to:

1. Determine key components defining project success and establish key project success factors.
2. Investigate the criteria for human resource deployment to ensure project success.
3. Establish the optimal project team composition, in terms of what qualities each team member needs to bring to allow for successful project execution.
4. Investigate conflict management techniques which promote a harmonious project working environment allowing for project success

## **1.8 Research Method**

The research objectives of this study will be achieved through the following channels:

1. Through a literature review focused on the study
2. Case studies will be drawn from three different financial institutions
3. One-on-one interviews will be conducted with each of the individuals e.g. project managers representing these institutions
4. Document analysis of the current policies and procedures in place within the financial institutions
5. Data analysis of the results and interpretation of the findings
6. This will be followed by recommendations and conclusions

## **1.9 Limitations to the study**

1. This study will be focused on the 3 established financial institutions/organisations in Botswana only

2. Financial organisations for the most part, have high level non-disclosure agreements with their employees, difficulties may be experienced in retrieving information from the institutions. This issue will be dealt with by assuring these institutions that all data given will be viewed as confidential and each institution will be given a code e.g. OrgA or OrgB

## **1.10 Justification of Research**

The purpose of this study is to give insight on how focused human resource deployment can allow for project success given the background of financial institutions in Botswana and how improvements can be made in this regard. As well as investigating the importance of team roles based on the qualities required of each individual within a project team and how the relationships within team members could be managed in order to reduce interpersonal conflicts that can affect project progress and execution.

## **1.11 Structure of research report**

This research will be structured as follows:

### **Chapter One:**

A summary of the main research topic has been outlined to give an overview of the issues to be tackled within this research. The main focus will be on the questions of the research as well as what the study is proposing. Thereafter, the research aim and research objectives are delved into followed by the description of the methodology chosen.

### **Chapter Two:**

A review of the literature on the subject at hand has been done to investigate the issues within study to have a closer look at what other research has been done based on the topic.

### **Chapter 3:**

This chapter was developed from the previous chapter 2 which will feed into the methodology, that outlined the proposed methods as well as the rationale for using those methods. It also addresses the key issues raised in the literature review that fleshes out the research questions e.g. *“What are the qualities required within each project team member in order to ensure project success in the financial services industry in Botswana?”*

### **Chapter 4:**

An analysis and interpretation of the data collected using the research methods as outlined in chapter 3.

### **Chapter 5:**

Conclusions and recommendations have been made based on the data analysis. Recommendations are then given for future studies which are then followed by the report's full list of references appendices of the interview questions from the financial institutions' representatives.

## 2 Literature Review

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### 2.1 Introduction

This chapter discusses four critical areas, based on the existing literature that addresses the research objectives. The first section is an investigation looking into the area of project success and the evolution of how its defined as compared to the classical views of time, cost and quality.

The second section considers the importance of enlisting qualified human capital within a project to ensure project success, in addition, a further investigation is made on project success in the context of financial institutions in Botswana.

The thrid section looks into the literature focused on the team's qualities and diversity within team roles on creating the optimal team composition. Team role theory is focused in view of how it impacts project success. Lastly, the fourth section is an investigation into the different methods of managing conflicts within a project team to ensure project success.

### 2.2 Project Success

Projects are missions or plans with pre-proposed timing and budgets to achieve a certain goal that would have a beneficial impact thereafter within an organisation (Jewell, 2017). Project management encompasses temporary endeavours in order to achieve a specified goal/s that may not be routine or operational in nature. Project management then, facilitates the creation of an environment that usually brings together different individuals who do not usually work together (PMI, 2020). At a fundamental level, the following figure illustrates a project's life in a linear format, in essence, the various stages a project will go through to reach completion (ibid):



**Figure 2.1:** A summary representation of the progressive stages of a project from initiation to completion (Rosenberger & Tick, 2018)

### 2.2.1 A review of project success factors and success criteria

Baccarini (1999) states that, where goals are to be achieved in order to deem a project successful within an organisation, these need to be laid out at inception by the project team, in order to avoid pulling the project in several directions with different views on whether the project is a success or not (Baccarini, 1999). Traditional project success has been defined by time, cost and quality (Westerveld, 2003; Atkinson, 1999) as well as in previous editions of the Project Management Body of Knowledge (PMBOK) but this view has evolved over the years to include other success criteria.

Projects vary in size and complexities, therefore different factors come into play when defining a project's measures of success. The definition of project success has evolved over time (Ika, 2009), incorporating a number of different factors that are required to ensure project success (Bannerman, 2008; Cooke-Davies, 2002; Westerveld, 2003). Original definitive factors of project success came from authors such as Pinto & Slevin (1986), Martin (1976), Lock (1984), Morris and Hough (1987). These authors believed that issues such as setting clear goals and having positive top leadership management are but some of the key factors that would lead to project success. Table 2.1 below contains the different authors' views which have been synthesised to show the similarities in what can be considered as overall critical success factors. Table 2.2 depicts the summarised success factors following the exercise done in Table 2.1 (Belassi & Tukel, 1996).

**Table 2.1:** An application of synthesising similarities between different author's views (Belassi & Tukul 1996:143; Cooke-Davies, 2002; Westerveld, 2003)

Martin (1976)	Lock (1984)	Cleland and King (1983)	Sayles and Chandler (1971)	Baker, Murphy and Fisher (1983)	Pinto and Slevin (1989)	Morris and Hough (1987)
Define goals	Make project commitments known	Project summary	Project manager's competence	Clear goals	Top management Support	Project Objectives
Select project Organizational philosophy	Project authority from the top	Operational Concept	Scheduling Control systems and responsibilities	Goal commitment of project team	Client Consultation	Technical uncertainty innovation
General management support	Appoint competent project manager	Top management support	Monitoring and Feedback	On-site project manager	Personnel Recruitment	Politics
Organize and delegate authority	Set up communications and procedures	Financial Support	Continuing involvement in the project	Adequate funding to completion	Technical tasks	Community Involvement
Select project Team	Set up control mechanisms (schedules, etc.)	Logistic Requirements		Adequate project team capability	Client acceptance	Schedule duration urgency
Allocate sufficient resources	Progress meetings	Facility support		Accurate initial cost estimates	Monitoring and Feedback	Financial contract legal problems
Provide for control and information mechanisms		Market Intelligence (who is the client)		Minimum start-up Difficulties	Communication	Implement problems
Require planning and review		Project schedule		Planning and control techniques	Trouble-shooting	

		Executive development and training		Task (vs. social orientation)	Characteristics of the project team leader	
		Manpower and Organization		Absence of Bureaucracy	Power and Politics	
		Acquisition			Environment Events	
		Information and communication channels			Urgency	
		Project review				

**Table 2.2** Summary of synthesised critical project success factors based on Table 2.1

<b>Authors</b>	<b>Critical Project Success factors</b>
Martin (1976) Lock (1984) Cleland and King (1983) Sayles and Chandler (1971) Baker, Murphy and Fisher (1983) Pinto and Slevin (1989) Morris and Hough (1987)	<ul style="list-style-type: none"> <li>• Defining goals, making project commitments known, laying out technical tasks and project objectives</li> <li>• Having top management support</li> <li>• Appointing competent project manager</li> <li>• Providing for control and information mechanisms, as well as scheduling control mechanisms</li> <li>• Setting up communication procedures and channels</li> <li>• Adequate allocation of resources</li> <li>• Overall project reviews</li> </ul>

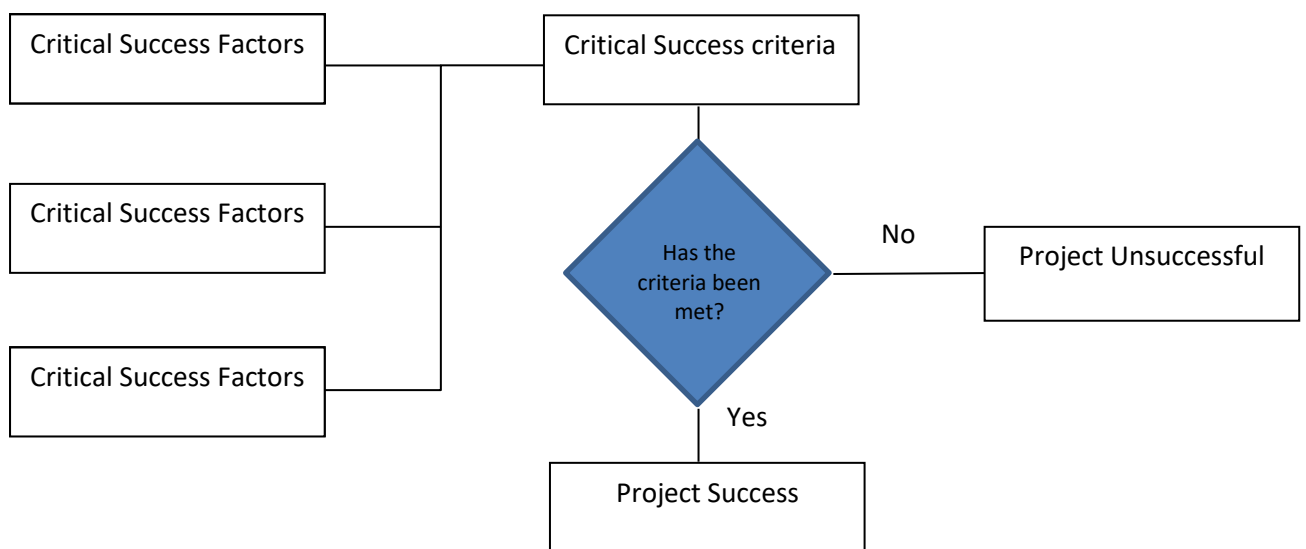
A more recent study by Fortune and White (2006) reviewed 63 publications that discuss the major factors affecting project success. It is clear that there are similarities between factors listed in **Table 2.2** as those that have been listed below in **Table 2.3** coming from Fortune and White (2006) who conducted an in-depth investigation into the critical success factors crucial for project success. Table 2.3 indicates that the list is not exhaustive and that it is up to the project manager and top management guided by the organisation's project governance framework to decide on what success factors apply to a particular project (Ika, 2009). It is important to note that these factors, as listed in **Table 2.3**, are intertwined and work with each other to ensure the success of a project in an organisation.

**Table 2.3:** Factors affecting project success (Fortune & White 2006:55)

-Support from senior management	-Effective monitoring/control
-Clear realistic objectives	-Adequate budget
-Strong/detailed plan kept up to date	-Organisational adaptation/ culture/structure
-Good communication/ feedback	-Good performance by suppliers/contractors/consultants
-User/client involvement	-Planned close down/review/ acceptance of possible failure
-Skilled/suitably qualified/ sufficient staff/team	-Training provision
-Effective change management	-Political stability
-Competent project manager	-Correct choice/past experience of project management methodology/tools
-Strong business case/ sound basis for project	-Environmental influences
-Sufficient/well allocated resources	-Past experience
-Good leadership	-Project size (large)/level of complexity (high)/number of people involved (too many)/ duration (over 3 years)
-Proven/familiar technology	-Appreciating different viewpoints

-Realistic schedule	-Project sponsor/champion
-Risks addressed/assessed/ managed	

When investigating critical success factors, it is also important to have an overview of critical success criteria, which are areas of project success that are often confused with each other. Critical success criteria is linked with critical success factors (CSFs) in the manner in which the former stems from the latter, therefore leading to project success (Ika, 2009). CSFs are the areas of the project that can be altered or changed throughout the life of the project to positively influence the chances of success whereas critical success criteria are the elements used to assess and evaluate the success of a completed project (Müller & Turner, 2007b). To give a clear depiction of the Ika’s description of the link, below is a figure that gives a visual illustration of it in **Figure 2.2**.



**Figure 2.2:** A visual adaptation of the link between Critical Success Factors as well as the criteria allowing for project success (Ika, 2009).

Critical success criteria, as discussed by authors such as Ika (2009), Muller and Turner (2007), Judgev and Muller (2005) and Prabhakar (2008), cannot be measured by the sole measure of budget, schedule and quantity (often referred to as the “golden triangle”). It is agreed that

because projects vary in size, scope and complexity and other variables. There is a consensus that the overall project success can only really be evaluated by the stakeholders affected by its outcome (Prabhakar, 2008). In consideration of the variations that may arise from what can be defined as success criteria, Westerveld (2003) has come up with six key result areas which act as guidelines for evaluating project success. The amalgamation of all these result areas converge to give the relevant project stakeholders guidelines on how to develop their unique success criteria in the table below.

**Table 2.4:** Critical Success Criteria based on key result areas in a project (Westerveld, 2003)

<b>Key Result Area</b>	<b>Description</b>
The golden triangle (Budget, Schedule and Quality)	Majority of project will have constraints with regards to either costs, scheduling and quality
Appreciation by the client	An assessment of the aspects or features that the client values within the project to view it as a success
Appreciation by project personnel	The project team having a positive and productive work environment, while working harmoniously to achieve project deliverables
Appreciation by users	Satisfaction with the end user results/end product emanating from the project
Appreciation by contracting partners	Ensuring that the end product fulfils user requirements and garners more opportunities for the contractors
Appreciation by stakeholders	This area includes a significant number of individuals influenced by the outcome of the project, and ensuring their requirements are met to their satisfaction is crucial

Westerveld’s model (Westerfeld, 2003), however, is viewed as being very similar to that of Bryde’s (2003) Project Management Performance Assessment (PMPA) model. The PMPA

model builds on Westerveld's model by linking project management practices and total quality management, by utilising the five enablers leading to high performance. These enablers include staff, leadership, policy, partnerships and resources and the project life cycle process which then result in the key performance indicators (KPIs) (Bryde, 2003). Even though there appears to be limited use of Westerveld's model, it is important to take into consideration that Bryde used the model as a basis for his work (ibid). The PMPA model is used in more recent studies including those of Qureshi, Warraich and Hijazi in 2009 as well as Din, Abd-Hamid and Bryde in 2011 (Mir & Pinnington, 2014).

### **2.2.2 Project Management Success in Botswana**

Project management is a growing area in Botswana, in terms of it being implemented with a principled approach by usage of the formal tools prescribed in existing literature (Seboni et al., 2013). As this is a growing practice within the country and it being a fairly new field of practice, it is clear that literature addressing the impact of human capital on project success is quite minimal (Maruapula, 2007). The literature focuses predominantly on social projects and technological advancements, more specifically being implemented by the government (ibid). Anecdotal evidence points to the country facing considerable issues when it comes to implementing projects (Kgengwenyane, 2011; Motlhabane, 2016; BOPA, 2014). It has been stated that Botswana has a poor project management track record which can be attributed to issues of lack of trained personnel leading projects, issues of corruption and mismanagement of resources (Khama, 2012; Kaboyakgosi & Marata, 2013; Botlhale, 2017). The effects of poor project implementation thereafter will have an impact on success which leads to issues of cost overruns and poor quality products (Botlhale, 2017). It is evident that more research-based investigations into project implementation and success would be beneficial in unearthing the problem areas for Botswana's project management practices.

## **2.3 Enlisting qualified human capital to ensure project success**

When dissecting success at a granular level, the human/people element is implicitly placed in the forefront of the critical success factors and critical success criteria, because the end result of a project is judged by human beings (Westerveld, 2003; Rusare & Jay, 2015). It is crucial to take into consideration the role that people/stakeholders play in ensuring that a project is completed successfully. Therefore, it is also important to note that projects are run by people with different characteristics, therefore having an appreciation of different viewpoints and an individual's past experience represent good leadership (Prabhakar, 2008). The human element is crucial in the execution of projects because people are the driving force behind these projects, not tools and techniques as stated in the PMBOK (2017). The human 'touch' is the foundation of all project implementation (Cooke-Davies, 2002).

### **2.3.1 Factors contributing to effective human capital deployment**

#### **2.3.1.1 Qualities in a project manager that allow for project success**

The project manager plays a significant part in the leadership of the selected project team as well as guiding the process of ensuring the project success from initiation to closure within the set parameters (PMI, 2017). He/she is also responsible for managing the sponsor's expectations, the project team's productivity as well as stakeholder requirements (ibid). When selecting a project manager for a project it is imperative that the project manager possesses leadership competencies in order to ensure project success. Selecting the appropriate project manager will affect the result of a project being successful or not (Hartog and Keegan, 2004). However, leadership is a subjective concept and there are different variations of how it can be expounded on (Gehring, 2007; PMI, 2017).

A number of studies have shown the importance of the project manager's role in ensuring project success but have not looked into the project manager's leadership style (Müller & Turner, 2007a; Hartog and Keegan, 2004; Yang et al., 2011). There are a different types of

leadership styles that a project manager can assume. These leadership styles are as follows (Bono and Judge, 2004; PMI, 2017:65).

- Laissez-faire - A style that allows the team to work and create their own goals
- Transactional - Target oriented style that places huge emphasis on meeting deadlines and accomplishing deliverables as set by the project manager
- Servant Leader - In this instance the focus is on the team ensuring that their personal goals, ambitions and development targets are achieved. Creating a highly collaborative environment
- Transformational - Each project team members aspirations are taken into consideration in achieving project goals. This form of leadership encourages a high level of innovation and promotes principled behaviours
- Charismatic - A project manager that is able to influence their team in ensuring project deliverables are met through high energy
- Interactional - An amalgamation of 3 of the aforementioned leadership styles (charisma, transformational and transactional)

Keegan and Hartog (2004) state that it is important that organisational executives ensure that a project manager is selected with the qualities that are in alignment with the organisational leadership philosophy and who exhibits a leadership styles that encompasses the commitment to growth, new and evolving vision, transformation of the individual team members and not just a transactional relationship (Keegan & Den Hartog, 2004). This then leads to the process of selecting a project manager and how different organisations go about this.

There is no prescribed manner of selecting a project manager for a project, however at a fundamental level an analysis of their competencies, technical ability and experience in running successful projects is taken into consideration during the selection process (Hadad et al., 2013). There are different methods that have been proposed in selecting the appropriate

project manager that possesses the fitting qualities to ensure project success (Chaghooshi et al., 2016; Hadad et al., 2013; Çelikkilek, 2018). The majority of the selection criteria puts special emphasis on the project manager’s core competencies and technical skills as well as their leadership style. However, for the purposes of this study, the examination will be on the qualities that influence the project manager’s leadership style.

Different authors have variations of the qualities that a project manager should possess. It is also important to note that these characteristics or qualities have evolved over the years and the literature has been drawn from these different authors to illustrate a comparison of what their views are. The literature has been extracted and listed below as follows in **Table 2.5**:

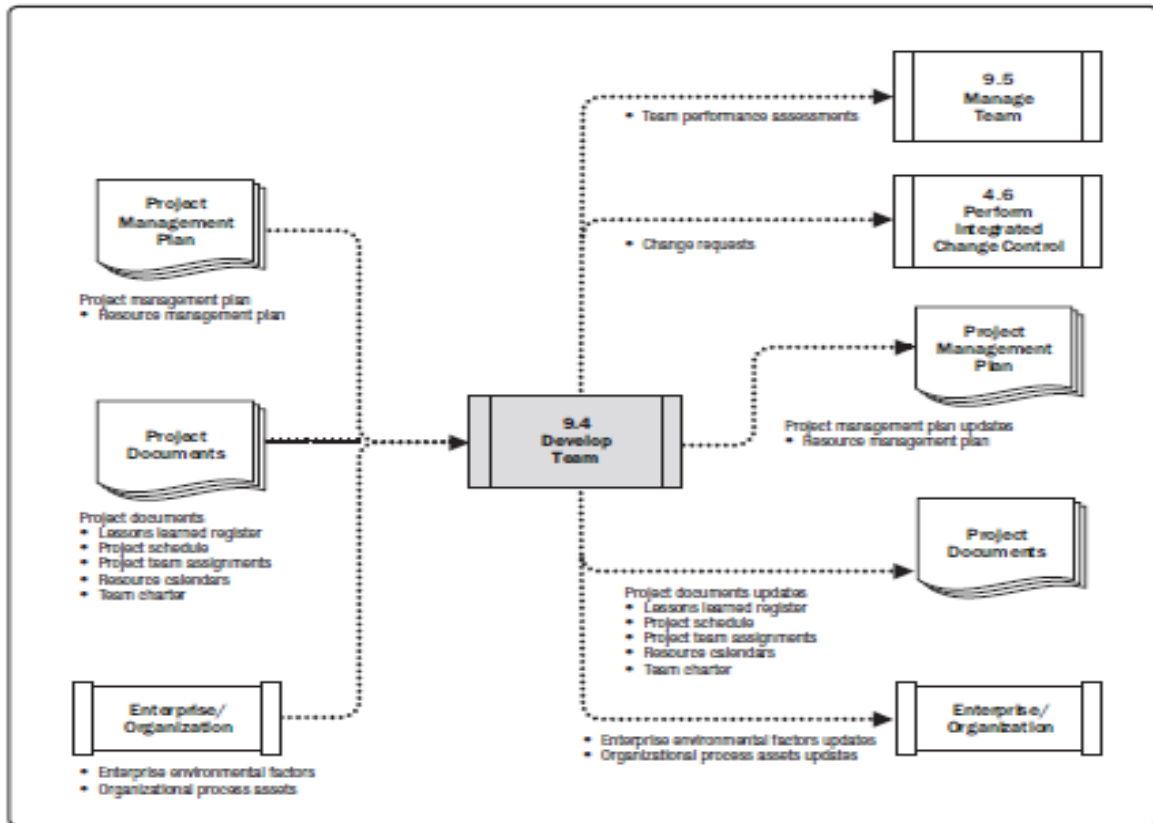
**Table 2.5:** Desirable qualities in a project manager

Author/s	Qualities of a successful project manager
(Latham and Locke, 1979)	Ability to plan and organise; control; having technical and professional knowledge; possessing good oral communication skills; good listening skills; proficient writing skills; sensitivity; group leadership; analytical; good judgement; high job motivation; proactivity
(Turner and Müller, 2005)	Problem solving ability; results oriented; proactivity; self-confidence; having perspective on project issue; good communication skills; ability to negotiate
(Pinto and Slevin, 2004)	Strength in character; motivation; strong leadership; good communication; cross-functional cooperation; creating a positive team dynamic; technologically savvy; human resource policy awareness; good conflict management skills; negotiation skills; influential; organised
(PMI 2017)	Technical ability; Influential; sensitivity; proficient management skills; innovative; service oriented; intellectual

The qualities listed in Table 2.4 above have been listed in chronological order to illustrate what the different authors have viewed as the critical to describe a successful project manager over a time period. It is evident that within each era, there are similarities in traits that are deemed as crucial and have remained constant throughout the years. These include proactivity, technical ability, possessing strong leadership and management skills, being influential and having proficient communication skills (Turner and Müller, 2005; Selvin & Pinto, 2004; Latham and Locke, 1979; PMI, 2017). Taking into consideration that the qualities are not exhaustive, the five aforementioned skills are a condensed scenario of the qualities a successful project manager should have at a minimum.

### **2.3.1.2 Diversity in Team Roles**

Putting together efficient and results' driven teams is challenging for most organisations, in light of the fact that a number of factors contribute to a project teams performance, special emphasis has been placed on the different roles played by different personality types and the value of diversity in ensuring project success (Aritzeta et al., 2007). The 2017 PMBOK goes on to add that it is crucial for the team composition process should take into account teamwork and creating positive synergies within the team. The below figure illustrates a basic flow diagram of how the team is developed to ensure project success (PMI, 2017).



**Figure 2.2: Team development data flow diagram (PMI 2017:337)**

According to Figure 2.2 above, project managers need to be cognisant of their team members' qualities as well as navigating through the project's life cycle through astute leadership and motivating their teams to ensure they create an environment that warrants success. Through collaboration and effective communication, the project manager encourages high levels of productivity while being mindful of the roles each member plays (PMI 2017).

Belbin (1981) first popularised the team role theory in the 1980's and has guided and formed the basis of the majority of team dynamics formations (Belbin, 2012). His work has been used extensively by projects managers, trainers and management consultants in effective teambuilding as well as well as gaining a deeper understanding of individual's qualities and how they affect team progress and success (Yeh et al., 2006; Fisher Steven et al., 2001; Fisher et al., 2001). The team role theory is viewed in two different narratives. In one instance it is viewed from an anthropological-sociological angle, that is behaviour, personal values and countenance of a team member and from a different view it relates to the characteristics of an individual in a project team (Aritzeta et al., 2007). In essence, the social intelligence of an

individual and how they interact with the world is taken into consideration. On the other hand, team role theory can be analysed from a psychosocial viewpoint, that is the expected behaviour of an individual occupying a particular position. Their behaviour in this position is crucial in aiding project success (Aritzeta et al., 2007). However, it is important to note that Belbin's(1993) team role theory has had criticisms in terms of issues of construct validity and lack of purist theoretical foundations (Partington & Harris, 1999; Broucek & Randell, 1996; van Dierendonck & Groen, 2011). Given these criticisms, it also crucial to note that the appeal of his theory is still prevalent because of the practical applicability of his work. His work continues to be used in team role theory because of the positive impact of the criteria he has set in place and that other theories are not as practical and accessible (Partington & Harris, 1999).

Below are the different individual key roles set out by Belbin (1993) alongside the strengths and weaknesses attributed to a specific team role within a project team in **Table 2.6:**

**Table 2.6:** Belbin's key team roles (Belbin, 1993)

<b>Team Role</b>	<b>Strengths</b>	<b>Weaknesses</b>
Completer-Finisher	Painstaking, conscientious, self disciplined, delivers on time	Anxious, prone to worry, reluctant to delegate
Implementer	Disciplined, reliable, efficient, sincere, stable	Inflexible, conservative,
Team Worker	Co-operative, loyal, diplomatic, mediator	Indecisive under pressure
Specialist	Single-minded, self starter, self-disciplined, usually has expert knowledge	Dwells on technicalities, contributes only on narrow front
Monitor Evaluator	Dependable, fair-minded, judges accurately	Lacks drive and ability to inspire others

Coordinator	Mature, confident, a good chairperson, promotes decision making	Can be viewed as manipulative and offloading personal work
Plant	Creative, unorthodox, solves difficult problems, innovative	Too preoccupied to communicate effectively
Shaper	Challenging, dynamic, thrives under pressure, has courage to overcome obstacles	Abrasive traits, arrogant, impatient
Resource Investigator	Communicative, explores opportunities, persuasive and positive	Over-optimistic at times, loses interest quite quickly

It is important to note that not all team roles may be required to be filled at the same time. It is also crucial to take into consideration the team objectives and make an evaluation of what the deliverables are and what other tasks need to be undertaken to ensure team success. It is important that the individuals in a team possess qualities that allow for relational development in combination with their skillset and capabilities to ensure a harmonious and effective team environment. (Ratcheva, 2009). Therefore, an analysis can be done to see which roles are needed to ensure successful project execution.

### **2.3.2 Conflict Management in order to ensure project success**

As projects involve 'changes' (which can often times cause conflict) within an organisation or team, it is imperative that these are managed through different channels e.g. stakeholder management (Gareis, 2010). In reference to Belbin's (1993) team role theory, his approach to conflict management is that the role in which the individual occupies is determined by their

interactions with others, which is a constant process of navigating between different personalities displaying behaviour towards others based on their beliefs of what the team needs to achieve (Aritzeta et al., 2005). Issues are always prevalent in teams and how these issues are dealt with, will inevitably affect the success or failure of a team's work. Companies are dependent on various inputs to grow their market share and significantly on their teams, therefore the project team needs to be in a position to solve whatever interpersonal issues they may have in the most efficient and effective ways to ensure that projects are progressing with their deliverable to ensure success (Lovelace et al., 2001). These interpersonal issues include having different beliefs on how problems should be solved, or how individuals in a team communicate with one another in a manner that promotes a solution. Therefore, the individual's approach to conflict management is usually influenced by their socialisation, beliefs and background (Aritzeta et al., 2005; Weitzman & Weitzman, 2003).

#### **2.3.2.1 Conflict Management using Soft Systems Methodology (SSM)**

In order to understand the importance of each of the team members views, and negotiating a way through issues that may arise for creating positive interactions that allow successful project implementation, Soft Systems methodology (SSM) can come into play when trying to assist in seeing the efficacy of the theory in solving issues that may arise amongst team members within a project (Checkland & Poulter, 2010). This methodology leans toward solving issues that may arise with a project or interpersonally within a team in order to come to a common ground. For example, an organisation may need to introduce a new initiative and going about it in the most effective and efficient way is crucial. A problem such as this may need to be solved by people with differing views and it is important that these individuals' worldviews are taken into consideration. In this instance the worldview would be the individual's personal experience of that situation or problem at that point in time before it is influenced by external factors.

Platt and Warwick (1995) state that SSM aids the process by helping team members in acknowledging each other's worldviews and coming to a common understanding by unpacking unclear situations or problems in which multiple worldviews have to be taken into

consideration. Issues arise in a situation whereby conflict in a project team can affect the success of a project, with different individuals having a different view on an issue. SSM is the process of dealing with any interpersonal challenges the team may be facing, by realigning team sentiments so that a resolution can be achieved. These issues are unavoidable within teams, therefore conflicting views are inevitable (Checkland & Poulter, 2010).

SSM is aligned to HAS (human activity systems), which are defined as a set of activities or initiatives, in which people are invested, in a meaningful way allowing for an analysis of how these activities interplay with one another. This is where the team analyses the whole picture in order to come up with solutions that are not segmented according to sectionalised areas that could be deemed as problematic. Checkland’s methodology is viewed to come in seven stages, even though SSM encompasses a wide array of methodologies in order to tackle varying situations (Platt & Warwick, 1995) as tabulated below in **Table 2.7:**

**Table 2.7:** Checkland’s methodology (Platt & Warwick 1995:19-20)

Stages	Activity
Stage 1 – The problem situation is amorphous	During these two stages development of a detailed picture of the problem situation is illustrated. This stage shows how the different mini-issues link into creating the larger problem situation.
Stage 2 – The situational issue is then stated	
Stage 3 – Root definitions are constructed. To ensure that the root definition is complete, the mnemonic CATWOE is used to ensure the system is fully described with all the necessary information	<p><b>C:</b> Client (individuals affected by the system)</p> <p><b>A:</b> Actors (individuals who are a part of the system)</p> <p><b>T:</b> Transformation (the core root definition – transformation implemented by the system)</p> <p><b>W:</b> World view of stakeholder taken into consideration</p> <p><b>O:</b> Owners (individuals who have the final say on the system)</p> <p><b>E:</b> Environment</p>

Stage 4 – illustrating conceptual models resulting from the root definition	
Stage 5 – making a comparison between conceptual models with the ‘real world’	
Stage 6 – constructing solutions that are feasible	
Stage 7 – implementing the solution.	

### 2.3.2.2 Conflict management through negotiation theory

**Negotiation** then comes in to play by being interlinked with SSM as part of conflict management. There are different theories that encompass what negotiation means, however at its core it aims to create alignment between opposing views, in order to reach a consensus between parties.

Issues that exacerbate conflicts during negotiations include mistrust amongst different stakeholders or individuals, inefficient/ineffective communication styles as well as negative predispositions between said parties which SSM tries to solve (Lax & Sebenius, 2003). This then leads 3-D negotiation which allows participants to negotiate in three dimensions going beyond the conventional one-dimensional approach. These dimensions have 3 different facets which include tactics, deal design and setup. The tactics in this instance, refer to the strategy one would employ when confronted during the negotiation discussions. Deal design is the architecture of the way in which the outcome can favour both sides and the setup is

the plan of the desired outcome from the negotiation (ibid). In this instance, within 3-D negotiation, taking into account processes that are often overlooked such as negotiations being conducted with the wrong stakeholders/individuals, inappropriate sequencing of events or putting forth unattractive offerings for parties involved. Therefore, negotiators aim to put themselves in an advantageous position without disadvantaging the opposing parties (Kobayashi & Viswat, 2014).

In order for the three dimensions of negotiation to succeed, negotiators (which could be project managers in this instance) need to be cognisant of the following tools in order to come to a consensus when issues arise within a team in **Table 2.8**:

**Table 2.8:** The three dimensions of negotiation (Lax & Sebenius, 2003)

	<b>Focus</b>	<b>Common Barriers</b>	<b>Approach</b>
<b>1-D</b>	Tactics (people and processes)	Interpersonal issues, poor communication, "hardball" attitudes	Act "at the table" to improve interpersonal processes and tactics
<b>2-D</b>	Deal Design (value and substance)	Lack of feasible or desirable agreements	Go "back to the drawing board" to design deals that unlock value that lasts
<b>3-D</b>	Setup (scope and sequence)	Parties, issues, best alternative to negotiated agreement) BATNAs, and other elements don't support a	Make more moves "away from the table" to create a more favourable scope and sequence

		viable process or valuable agreement	
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3-D negotiation has been used in a study whereby Kobayashi and Viswat examine its efficacy in the business context between Americans and Japanese, these two authors conclude that this negotiation practice has shown positive results. However, for the process to be even more fruitful, it is important that thorough preparation is done beforehand ensuring that ideas are navigated in the best interest of both parties and that cultural sensitivity is taken into consideration (Kobayashi & Viswat, 2014). 3-D negotiation was also evaluated in a case study of negotiations between Proctor and Gamble. In this case it was an investigation of the manner in which 3-D negotiation is a step beyond normal negotiation processes allowing for an amicable and positive outcome between the brand manufacturer and large scale retailer (Spais, 2014). An analysis of these two studies reveals the beneficial nature of 3-D negotiation practice.

Another type of negotiation comes in the form of “**principled negotiation**”. This approach takes into account the “people section” and the “problem section”, in that there parts dealing with mechanical issues and the other part aimed at creating suitable working relationships amongst the parties involved (Bustard, 2002). This concept allows for a separation of these two areas, being the soft parts and the hard part, to ensure the right amount of attention is given to each of them. The below figure illustrates the issues that are faced in the negotiation meetings and how common ground can be achieved with a principled approached. It allows for an analysis of both extremes so that each sides issues are taken into consideration.



**Figure 2.3:** Summary of Principled Negotiation in relation to hard and soft bargaining (Bustard 2002:217)

It would appear that the conflict management practices discussed previously, namely 3-D negotiation, SSM and Principled negotiation, all bring about tools or issues that parties on differing sides need to be cognisant of in order to come to a mutually beneficial agreement.

The benefits of 3-D negotiation and SSM are that a step by step guide is provided to resolving problems that may arise. Whereas Principled Negotiation highlights the errors that can be avoided in commonly practice negotiation tables. The 3-D negotiation and SSM go further into detailing the process in which stakeholders can benefit from high level preparation and planning of how conflicts could be resolved. On the other hand, Bustard (2002) does state that Principled negotiation and SSM can be used in support of each other with the aim of extracting Principle Negotiation's maximum utility. This can be done through some of the bargaining pointers listed out in Figure 2.3. For example, focusing on interests not positions of individuals is more important that focusing on the problematic situation, in order to allow the stakeholders to address the issue wholistically.

## **2.4 Summary of literature review**

Different areas are investigated to lay out an overview of how the problem statement is to be tackled in terms of what the literature states regarding each of these areas. The human element being the key component of this study, areas such as project success, team role model/theory and conflict management theories are fleshed out in view of how these areas intertwine with the overarching theme of the study. A considerable amount of the literature based on Botswana seems anecdotal, coming predominantly from newspapers and conference papers, therefore an in depth analysis would need to be investigated within the construct of evidence based research.

The following section, being the research methodology gives an outline of the most appropriate research methods to establish as well as illustrate the results coming from study.

# 3 Research Methodology

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## 3.1 Introduction

This chapter focuses on providing an outline as to how the research questions posed in the first chapter are answered as well as laying out a plan on how they are addressed. Following the analysis of the existing literature as it relates to the research questions, this chapter provides a detailed explanation and justification of the research process used.

The study investigates the ideal or desired qualities of a project team member, the factors that affect project success with the selected financial institutions in Botswana as well as the interpersonal intricacies between project stakeholders and how conflict is managed through a case study approach. The case studies will be drawn from Botswana financial institutions and will be conducted through a qualitative research method.

The following areas are addressed in the research methodology:

- The philosophical underpinnings of the research study
- The research methods applied in the study
- The data collection tools and techniques
- The limitations the research is confronted with

## 3.2 Methodology

### 3.2.1 Research Philosophy

To respond to the research questions posed and map out the methodological process clearly, it is important that the philosophical foundation is laid out in a manner in which all outcomes of the research can be achieved. In order to avoid a fact-finding exercise, it is crucial that this investigation encompasses a process of knowledge creation (Goddard & Melville, 2004). Within research philosophy, two different areas are taken into consideration; the ontological

and epistemological underpinnings of the research methodology. It is important to note that views and beliefs addressing the issues being investigated need to be examined as these are informed by the aforementioned: ontology and epistemology. Epistemology relates to how the world can be viewed and investigated as well as the analysis of well founded defensible cognisance, on the other hand ontology deals with make up of the environment and how individuals view the world (Saunders et al., 2007). This then leads to the next layer of the research onion i.e. the research approaches.

Research approaches, namely deductive and inductive, further lay a foundation as to which method was adopted for this study. The deductive approach looks at existing theories and seeks to evaluate the hypothesis set by the researcher whereas the inductive approach investigates overarching theory by evaluating specific details to build on the theory. For the purposes of this study, a predominantly inductive approach is taken as it isn't based on a specific underlying theoretical structure. This is because the study starts with a broad-based theory that is broken down into fractions that are analysed.

### **3.2.2 Research Approach**

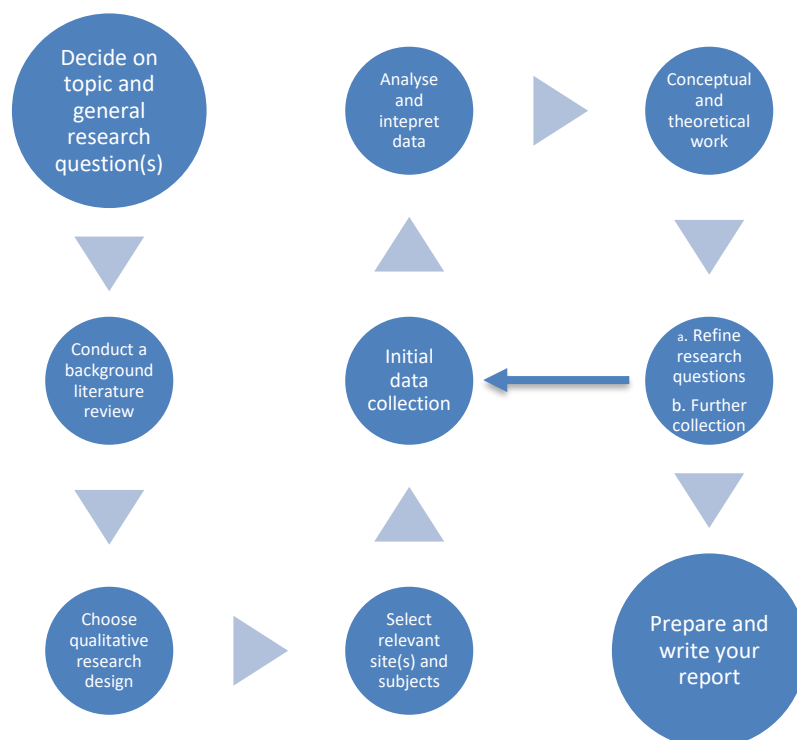
A qualitative research approach has been chosen for this study. It is a structured approach to a research endeavour, through the investigation, gathering and analysing of data that isn't numerically inclined. There is an interpretive focus when it comes to the research topic being analysed, as compared to quantitative research which is based on a more objectivist approach, and numerical analyses (Park & Park, 2016).

Below is a diagram showing the fundamental differences between qualitative research and quantitative research (Minichiello, 1990):

	Qualitative	Quantitative
Conceptual	Concerned with understanding human behaviour from the informant's perspective  Assumes a dynamic and negotiated reality	Concerned with discovering facts about social phenomena  Assumes a fixed and measurable reality
Methodological	Data are collected through participant observation and interviews  Data are analysed by themes from descriptions by informants  Data are reported in the language of the informant	Data are collected through measuring things  Data are analysed through numerical comparisons and statistical inferences  Data are reported through statistical analyses

**Figure 3.1:** Definitive factors pertaining to qualitative and quantitative research (Minichiello, 1990:5)

Following from the above table it is also important to take note of the different stages of qualitative research and how these play an integral role in justifying the choice of research method.



**Figure 3.2:** The different stages of qualitative research (Bryman, Bell et al. 2014:41)

Qualitative research is more aligned to the inductive approach, which is predominantly informed by interpretivism and constructionism (Bryman et al., 2014; Knight & Ruddock, 2009). It comes from a variety of different research disciplines and backgrounds, in turn various forms of executing qualitative research can be used which in certain instances, can cause conflict in approaches (Crabtree & Cohen, 2006). Below is a table that elucidates on the advantages and disadvantages of the qualitative approach. These are highlighted to give insight of the applicability of the approach to the study.

**Table 3.1:** Advantages and Disadvantages of Qualitative Research Approach (Gaille, 2020)

<b>Advantages</b>	<b>Disadvantages</b>	<b>Author's Mitigation of Disadvantages</b>
An in-depth analysis can be done on the subject matter with greater detail. This allows for insight into the subtle intricacies of subject matter.	Subjectivity can creep into the research process. Structures must be put in place to avoid this phenomenon occurring.	Structures have been put in place to minimise subjectivity through triangulation
There is fluidity and adaptability to the information that is being gathered.	Data mining can be time consuming in order to get to the salient points that the subject is trying to bring forth.	Semi- structured interviews have been designed to last between 30 minutes and 1 hour
This type of method is based on human experiences and observed actions. It takes into account the cognitive thought processes of how individuals experience the situation being observed.	Some areas are not too fond of the qualitative approach as it can prove to be difficult to replicate e.g in the scientific community	The study conducted is qualitative and which is illustrated through a multiple case study approach that will give an in depth and thorough analysis of the data

<p>It allows deviation and probing into the subject matter, unlike other methods</p>	<p>A small sample size which is usually acceptable in qualitative methods cannot easily represent a larger demographic.</p>	<p>The sample is based on major financial institutions in Botswana. A larger sample size has been deemed inapplicable in this research context because the aim is to gain a deeper understanding of the complex issues underpinning the study</p>
<p>In the instance of the researcher being prepared (in an interview setting), qualitative research allows the individual to probe further into what would be superficial responses to see what drives the respondents' behaviour and way of thinking.</p>		

### 3.3 Research Methodology

#### 3.3.1 Case Study Method

Within this study, the focus has been to investigate the link between team diversity, conflict management and project success. As the areas in the literature review have been extrapolated on, different studies have displayed various methods of unravelling particular areas of research problem (Senaratne & Gunawardane, 2015; Sommerville & Dalziel, 1998;

Akkermans & van Helden, 2002; Wagner & Hoegl, 2006). However, the common research heuristics within these studies is that they appear to be following the case study route. In order to fulfil the objectives of the research, it is crucial that the method chosen is conducive to addressing the research questions. To gain a deeper understanding of the research topic, a case study method was most fitting, as it allows for flexibility in its approach (Harrison et al., 2017).

The case study method is beneficial in the context of the research as it allows for the dissection and analysis of complicated phenomena (ibid). This method was chosen to give an in depth look at the processes that the project managers go into when formulating a team and the correlation of this with project success within the institutions they are involved in. Furthermore, case study research provides thorough insight into the conduits that go into looking at other influences within project teams that affect project success. A qualitative design is well placed in this study because within the research, the main focus is on what may be perceived as a subjective area in which an investigation is conducted which isn't necessarily measurable in terms of units and figures (Yin, 2014).

Another reason for choosing the case study methodology is to allow for a deeper information process flow, a sort of illustration that looks at how events materialise in these financial institutions. According to Baxter and Jack (2009), using this approach enables the focus of a research study to:

- a) to answer "how" and "why" questions;
- (b) not manipulate the behaviour of those involved in the study;
- (c) cover contextual conditions which are relevant to the human capital phenomenon under study; or
- (d) see the boundaries that are not clear between the human capital phenomenon and institutional context

For the purposes of the study, this kind of approach gives a foundation to make a thorough analysis of what is "common" and "unique" across all the cases, as well as echo on theory emanating from the findings (Bryman et al., 2014).

### 3.3.2 Case Study Research Design

The aim of the research design is to elaborate on the strategy to be used in collecting and analysing data in order to address the research questions in chapter 1 as well as building a foundation as to how the research will be developed (Knight & Ruddock, 2009). It is important that this process is mapped out clearly to give a holistic and comprehensible picture of how the research was tackled (Rugg, 2006; Bryman et al., 2014; Knight & Ruddock, 2009).

The purpose of the research design is to ensure that it fulfils the desired outcome of what constitutes qualitative case study design that will meet the conditions that align to:

- The theoretical framework as a foundation of this study, clearly outlining the methods used at the various stages of the research
- Ensuring that the context of the research is clearly defined
- Showing a justification of the reasoning behind the sampling strategy
- Having a description of the fieldwork and illustrating its execution
- Ensuring that the results and evidence from the study can be analysed and inspected independently by different researchers
- Allowing for a process of data analysis that can be clearly articulated and is concurrently theoretically defensible
- Ensuring that the research design followed by the evidence and analysis are described systematically in a way that would satisfy the “sceptical reader” in relation to the link between the evidence presented and the interpretation of it by the presenting researcher

Akkermans and van Helden (2002) conducted an investigation into how a set list of critical success factors (CSFs) was used to determine successful project implementation and conducted an analysis of the dependencies between the CSFs. A single case study design was used in this research paper, however, there is some criticism to this type of design being difficult to apply to varying situations (Punch, 2013). In another study based on the investigation of team roles’ correlation with team performance, the case study framework was applied to give insight into the successful forming and managing teams in order to fulfil

their functional roles as well as the project requirements. Three cases of design teams were selected and an assessment was made through semi-structured interviews as well as investigating the applicability of Belbin's team roles within the various teams (Senaratne & Gunawardane, 2015). In Wagner and Hoegl's (2006) research, a case study design is used to explore the involvement of suppliers in new product development within a project environment, 5 large manufacturing firms were involved in the study, 11 research and development directors and 12 project managers were selected to give insights on supplier involvement in project implementation ensuring product/project development success. Interviews were conducted, lasting 30 to 60 minutes in length (Wagner & Hoegl, 2006).

In this research, a multiple case study analysis has been conducted. "In a multiple case study, the aim is to examine several cases to understand the similarities and differences between the cases" (Baxter & Jack 2009).

Multiple case study designs are being used widely for researchers to gain a rigorous understanding of the particular subject matter. These type of case study designs are considered to fall under the comparative design realm as the main focus is to contrast and compare results and data from the various cases (Bryman et al., 2014).

In the context of the study, the aim is to compare and contrast the different phenomena within varying selected financial institutions in Botswana. This then leads to how the sampling of the cases will be conducted. Compared to a qualitative study, sampling can be dealt with more liberally within a qualitative study (Yin, 2014). There are different routes that can be taken in sampling, and the researcher can select the most appropriate method to ensure it fulfils the research requirements. In view of case study research, non probability sampling techniques are used due to the nature in which case studies tend to address smaller samples for the purposes of deducing and investigating real world issues (Yin, 2003). However, this does not mean the heuristics of sampling within this context can be done in a *laisse faire* manner, careful thought and justification needs to be considered when selecting research cases and/or participants (Taherdoost, 2016; Rugg, 2006). The different sampling methods include quota sampling, snowball sampling, convenience sampling, purposive/judgement sampling. In view of the fact that this study can be viewed as exploratory, judgement sampling is most fitting to avoid issues of selection bias. The case studies were drawn from within the Botswana

Financial industry, as stated in chapter 1 the Botswana economy is still developing with a population of about 2 million people. With a small population comes a few number of financial institutions servicing the people of Botswana, that being:

- ABSA Bank Botswana (Formerly Barclays Bank of Botswana)
- First National Bank of Botswana (FNBB)
- Standard Chartered Bank Botswana
- Stanbic Bank Botswana
- Bank Gaborone

(BankofBotswana, 2020)

In the non-banking sector the top institutions being (NBFIRA, 2020):

- Botswana Life
- Hollard
- Old Mutual
- Metropolitan

whereby three (3) cases were selected. From the list above, it is evident that the researcher had a limited pool of established financial institutions to choose from. In addition, the researcher had to navigate around the possibility of being denied research access by some of these institutions. Taking all these issues into consideration, judgement sampling would be the most fitting in this study. With judgement sampling, selection would be based off of the researcher's knowledge especially in the confines of executing the study with the limited number of financial organisation available to complete the research with. Therefore allowing the study to be completed timeously, based on the respondents' expert knowledge on the subject matter. The purpose is to gain an in depth understanding on the human capital challenges in terms of selecting the most fitting members in a project team as well as how, conflict management is dealt with is analysed and compared against the theoretical framework. This framework will be drawn from Belbin's 9 key roles on gaining an in-depth view of how they believe project teams should be formed based on their personalities in order

to ensure project success and borrowing from soft systems methodology by looking at the problem-solving aspects of understanding each team members worldview. The advantage of this approach is that it allows for an even information flow between the cases, based on the fact that the information provided by the respondents will be analysed in a similar fashion across the board to ensure consistency. From the analysis, findings have been drawn to investigate the similarities and differences between the cases. Thereafter, recommendations and suggestions are made in order to see how the research can be further examined.

### 3.4 Data Collection

One of the criticisms of case study research is that it can lack reliability and rigor due to factors such as researcher biases. Yin (2014) stated that in order to fulfil the research objectives within a case study framework, it is important to have set protocols in place to be followed by the researcher. These include having clear objectives prior to conducting the research, having set guidelines of how investigations are to be done in the field as well as having a outline as to how the research is to be presented (Tellis, 1997). To counteract challenges emanating from reliability and rigor, triangulation has been done with information coming from different sources (Tellis, 1997; Akkermans & van Helden, 2002). The data are coming from two different sets of semi-structured interviews and document analysis as depicted in the table below.

**Table 3.2:** Qualitative methods applied in the research study (Crabtree & Cohen, 2006)

<p><b>Semi- structured Interviews</b></p>	<p>Semi-structured interviews give in depth insight to the particular subject matter through probing on a series of issues, while allowing the respondent/s to elaborate on the discussion. These vary from being informal to being structured. In the case of this study, semi-structured interviews were conducted with 2 consultants who have extensive experience in project management field as well as</p>
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	working with large-scale financial institutions. In addition to this, four interviews were conducted with 3 project managers coming from various large scale financial institutions with 1 coming from an external project management consultant all with over 3 years experience in the project environment.
<b>Document Analysis</b>	This involves the collection of existing data and analysing it in the context of the research. This material can come from a variety of different sources, however it is important to note they are usually in the context of their original subject areas. Within the parameters of the research objectives, the existing data also includes existing company documents and policies pertaining to the study.

### 3.4.1 Interviews

Interviews can be compiled in a variety of different ways, from structured to unstructured, depending on the context and outcome that the researcher would like to achieve. Within this study the following research questions from chapter 1 are to be answered and the instruments used to tackle these questions are to be framed in a semi structured context:

1. How are project team members' qualities taken into consideration in terms of the roles they will play within a team deployed on projects undertaken in the financial industry in Botswana?
2. How is conflict management between project members addressed to allow for successful project implementation in projects undertaken in the financial industry in Botswana?
3. How can the strategic deployment of human capital ensure project success in projects undertaken in the financial industry in Botswana?

Semi-structured interviews allowed the researcher to cover a diverse pool of contexts. This give the interviewer the platform to probe and expand on the questions, and ask further follow up questions on issues that may stand out (Bryman et al., 2014).

Compared to questionnaires, interviews allow for investigating the social and cultural constructs the subjects, who are the project managers are in. They not only give a holistic picture of the problem being looked into, these give room for emerging themes that may giver deeper insights into the problem statement(Alshenqeeti, 2014).

For this research, a combination of interviews of each of the project managers from three different financial institutions in Botswana were conducted. The advantages of interviews is that they allow the interviewee, in this case the project manager, give their views without being limited on how or what to express on the interview questions posed to them as compared to questionnaires (Bryman et al., 2014).

Semi-structured interviews are most appropriate in small scale research and give the researcher room to ask questions in a flexible manner (Drever, 1995). In addition, semi-structured interviews allow for new information to be unearthed especially if the interviewees are subject matter experts as highlighted in a study based on farmers' irrigation practices (O'Keeffe et al., 2016). Another study that had significant influence on this study was based on analysis of Belbin's team role theory and its influence in assisting with the formation of teams that position the construction projects for success. In the study, the researcher used semi-structured interviews to gain a deeper understanding team role imbalances in teams and their effects on team performance and project success (Senaratne and Gunawardane, 2015). For the purposes of addressing the research objectives, questions are formulated to guide the interviews. These are formulated according to the problem statement that is, getting a closer look at what the project managers' view is of Belbin's 9 key roles in a project team as well as the missing pieces when it comes to project completion within their respective contexts, while also conducting a document analysis. The intent here is for them to give an in-depth view of their own systems and policies and how they view them as well as the various approaches they have towards them. A comparison will be made between the findings from the document analysis as well as the responses of the project managers and the external consultants.

### **3.4.2 Document Analysis**

A presentation of existing documents from the various financial institutions was used to feed into the final analysis. These documents were drawn from the financial institutions e.g. Project governance frameworks and policies. In a study conducted based on the challenges faced by junior software designers when using architectural software a multiple case study design was used to analyse these issues in conjunction with significant documentation analysis (van Heesch et al., 2013). Document analysis is viewed as verifiable part of case study analysis and assists in contrasting the data collected against the interviews conducted (Yin, 2014). The advantage of documentation is that it eliminates issues of bias that could emanate from human responses (Tellis, 1997), this then allows the researcher in triangulation when developing rigour in the research. In the context of this study, document analysis parameters were to compare and contrast what was practiced by the project managers and the external research consultant, with what the governing frameworks, policy documents and process documents state. Another factor guiding the document analysis was the availability of such documents and whether they are adhered to based on the responses given by the participants. This would then inform the study on whether the organisations have structured guidance on how project teams are managed and how such issues affect team members' performance within the projects.

## **3.5 Validity and Reliability**

It is important to create structures that ensure validity and reliability in a case study research. This is in conjunction with the extent to which thorough observations and analyses are made without being contaminated by biases (Yin, 2014). It is argued that validity and reliability are crucial measures of rigour and quality in a qualitative approach and the following have to be taken into account when proceeding with a qualitative study (Bryman, Bell et al. 2014):

- Internal reliability – which states that even in the absence of one observer or the other, there should be a consensus on what the researchers see or hear.

- External reliability – External reliability can prove to be difficult in the context of a qualitative study, however there should be adoptability in terms of the social position played by the initial researcher
- Internal validity - deemed to be the strong point of qualitative research, especially in the ethnographic approach, it allows the researcher to have a high level of alignment between observations through their interactions with the respondents
- External validity – this refers to the extent in which the results can be juxtaposed to different social constructs.

To ensure rigour in a qualitative study, it is important for the researcher to ensure the research can be carried out in a manner such that the data is appropriately justified. In addition to this, in the event that another researcher repeats the study, they would be in a position to analyse the data in a similar fashion and coming to similar deductions (Mays & Pope, 1995). Triangulation has been done to ensure that structures have been put in place for rigour and reliability. It is described as a way of verifying and crosschecking the data (Miles & Huberman, 1994).

There are instances where the data retrieved can be compromised because of low quality outputs, whereby the interviewee/subjects might not understand what is being required of them. Or the interviewer not articulating themselves clearly to the subjects and therefore distorting the results or information being retrieved (Yin, 2014). In the instance of this particular research, as subjects from financial institutions are interviewed, they might answer in a biased way in fear of painting their organisations in a bad light or being in the opposite, being biased to the interviewer and saying what they assume they want to hear. To counteract the aforementioned issues, anonymity has been guaranteed in the form of giving each financial institution code names instead of the actual names i.e. Organisation A (OrgA), Organisation B (OrgB), Organisation C (OrgC) and Organisation D (OrgD). Following the sharing of the final research report, the institutions would not know which project manager belongs to which company.

### 3.6 Data Analysis

Following data collection, data analysis needs to be completed in a succinct and procedural manner. Having a clearly set plan for the data analysis is important for the researcher to be able to synthesise and comprehend the raw data (Yin, 2014). As stated in the literature review, it would appear, the theoretical framework in Belbin's work is not clearly outline, however, the theoretical underpinnings of his work seem to emanate from classical organisational theory, mainly in the bureaucratic theory and the human relations movement. Bureaucratic theory rests on the positive correlation between technical ability of an individual team member and their behavioural traits (Weber & Mills 1958). Belbin's work also borrows from the human relations movement in that it promotes the importance of positive synergies between team members in an organisation (Fisher, Hunter et al. 2001).

The unit of analysis for the study is the three (3) project managers from different financial organisations and the external project consultant as well as the documents furnished by the financial organisations. The three project managers had to have experience in project management, especially in the financial services industry. The purpose of choosing three project managers was to ensure vigour within the cross-case analysis of the research. An external project management consultant selected would also have to have experience with working with the financial services companies in order to allow for a juxtaposition of responses from the project managers and the consultant's viewpoint. To further add onto the triangulation of the research, project framework documents were retrieved for the document analysis for a comparison between the project manager's views and what is stated in the documents/frameworks.

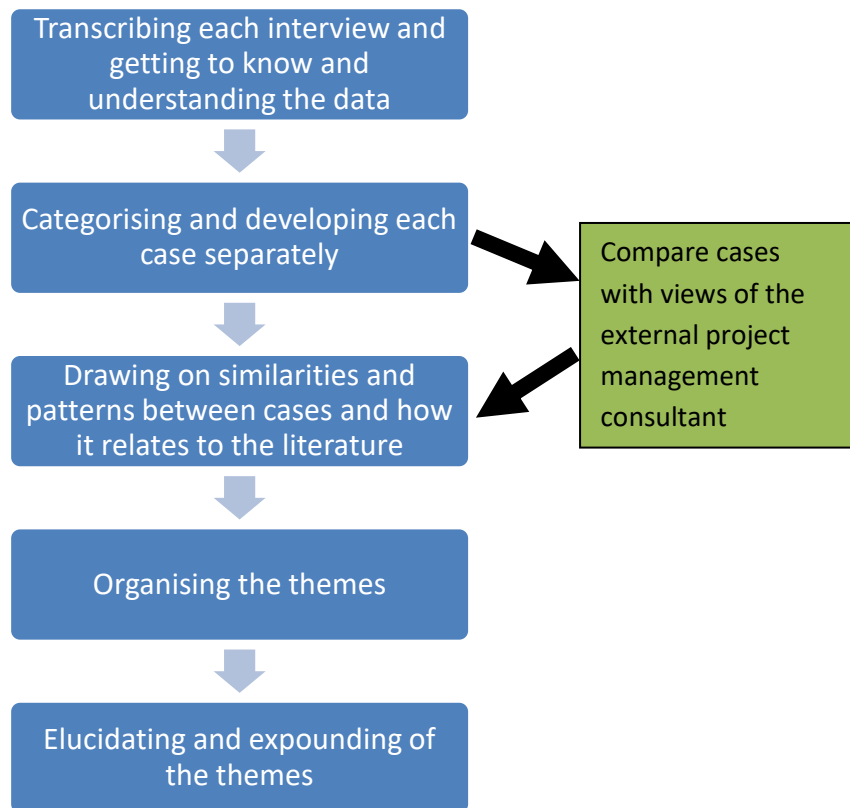
A thematic analysis is done within the research, as the majority of the findings come from interviews, a subjective inductive approach has been of significant influence when analysing the data because of its exploratory nature. Yin (2009) gives insight into the tools available to the researcher when completing a case study research to make the data analysis more tensile, these include logic models, time series analyses, explanation building, pattern matching and cross case analysis (Yin, 2009). In the research, thematic cross-case analysis will be the underlying process of analysing the data. Cross-case analysis assists in highlighting emerging

themes, commonalities and variations between the cases (Wagner & Hoegl, 2006; Bryman et al., 2014).

Following the collection of results, the first stage of the data analysis was to have a database for all the cases as well as their transcriptions. After this, categories or themes based on the research topic and literature emanating from the data collection were used to allocate the emerging topics, words or repetitive themes to the various categories. Similarities and differences within cases and between cases were then noted (Bryman et al., 2014). Interpretation of the results followed, thereafter a write up using iterative processes finalised the data analysis.

For this research, a thematic cross-case analysis process was borrowed from Vasilchenko and Morrish's in their 2011 paper "The role of entrepreneurial networks in the exploration and exploitation of internationalization opportunities by information and communication technology firms" (Vasilchenko & Morrish, 2011). Vasilchenko and Morrish's (2011) explore the influence of their social networks within four growing technological companies aiming at spreading their foreign footprint, they utilised a multiple case study research design. Semi structured interviews as well as document analysis were used to gain insight on their research problem. Recording of the interviews was important for the research to not lose the context of their respondents' answers. Then supplementary documentation was then used to eliminate issues of bias from the researchers and to give the data vigour. A thematic cross case analysis was used in the study to retrieve the main emerging themes and salient information coming from the data (Vasilchenko & Morrish, 2011). The structure of Vasilchenko and Morrish's study gives view of how the data analysis process can strengthen the case study research process.

Below in Figure 3.2 and Table 3.3 is the roadmap used for the data analysis in Chapter four.



**Figure 3.3:** Multiple case study analysis process (Bryman et al., 2014)

Below is a table depicting the stages that the data process went through to ensure a clearly outlined analysis borrowing from that of Vasilchenko and Morrish (2011).

**Table 3.3:** Data analysis process based on the selected case studies

10-PM (Case 1)	20-PM (Case 2)	30-PM (Case 3)	10-PC (Project Consultant)	
<b>FIRST STAGE (INITIAL STAGE)</b>				
			Transcribe Case	

Transcribe Case	Transcribe Case	Transcribe Case		
<b>SECOND STAGE</b>				
Making sense of the data and developing each of the cases separately, understanding the unique themes of each case			Perform Document Analysis	
<b>THIRD STAGE</b>				
Illustrating the similarities and differences between cases		Compare and contrast document/frameworks from the three organisations (OrgA, OrgB, OrgC)		
Perform cross-case analysis between Project Consultants interview to that of the project managers				
<b>FOURTH STAGE (FINAL STAGE)</b>				
Explanation and data analysis conclusions – A comparison was made against the three main theories underpinning this study		<ul style="list-style-type: none"> <li>- Insights on project success</li> <li>- Comparison between Belbin’s key roles and the project managers’ responses</li> <li>- Differences and similarities in</li> </ul>		

	views regarding conflict management	
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### 3.7 Limitations

- Financial institutions for the most part, have high level non-disclosure agreements with their employees. This may hinder the depth in which the project managers answer the questions posed to them. Ethical considerations have to be made when conducting the data collection process. To protect the institutions privacy, anonymity has been granted to the institutions to hinder the misuse or exposure of the research. The real names of the financial institutions were not used. Each organisation was given a pseudonym i.e. OrgA, OrgB, OrgC. The consultant interviewed has also been given a different name i.e. EPMC.
- Time may also be an issue to take into consideration because of the timelines set for this study and the data collection process. The availability of project managers from these institutions could hinder the outcome of this study. Discussions with the organisations on their respondents' availabilities were had prior to conducting the research to ensure that these hinderances do not occur.
- A select few individuals within the institution have project management knowledge, therefore they are the only ones with sufficient knowledge when it comes to the research requirements.
- Projecting the results of the study may not be possible as it is based on a small sample size. The study is based on gaining an understanding of whether selecting project teams based on their qualities has an impact on project success as well as how the different qualities influence team members in dealing with conflict management in financial institutions. The research has been constructed to give an in depth and rich analysis of the different phenomena.

### **3.8 Ethical Issues**

When conducting a research study, it is important to take into account ethical considerations (Resnik, 2007). The ethical issues considered in the study include retrieving consent from the research participants, ensuring that participants are not put in any harm regarding their professional careers, ensuring anonymity for respondents as well as alerting respondents that they are at liberty to withdraw from the study. As the respondents came from financial institutions predominantly, it was important for the author to take all the above ethical issues into consideration to guide the data collection. An ethics approval process was undertaken by the author to ensure that the research conducted in the study is in line with the University of Cape Town ethics guidelines.

### **3.9 Conclusion**

The purpose of this chapter was to give an overview of how the structure of the study was executed and what informed the decisions and justifications of the researcher in following the above-mentioned format. This then gave guidance as to how Chapter 4 would be laid out in terms of giving a comprehensive the data analysis that will answer the research questions.

It is important to note that the study was designed with the researcher taking into account the limitations and issues that would possibly arise. That is what it was important for the researcher to structure Chapter 3 in such a way that allows for flexibility should challenges arise.

## 4 Research Results, Discussions and Findings

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### 4.1 Introduction

Chapter 4 presents a report on the research results, discussions and findings from the data collection process based on the research methods outlined in chapter 3. Firstly, the results are presented for each case in the study. Thereafter the analysis is organised according to the research questions, using the qualitative data to contribute to understanding the responses to each question. The outcome from the analysis, therefore presented in three sections. Each section presents the evidence to address each research question inclusive of a discussion. The first section presents the results based on the thematic analysis of the interview data on project team members' qualities in terms of the roles they play regarding their personalities. The second section seeks to illuminate on how conflict management between project members is addressed to allow for successful project implementation. Additionally, the third section highlights the strategic deployment of human capital to ensure project success in projects undertaken in the financial industry in Botswana. Finally, throughout this section a cross-case analysis is presented.

The data collection process involved interviews with three different project managers from three different major financial organisations in Botswana. As stipulated in chapter 3, the three project managers chosen for this study had to have experience in managing projects within a financial institution to allow for a cross-case analysis that would ensure rigour within the study. In addition to this, an interview with an external consultant was conducted to give insight into the outsider's perspective of issues encountered when implementing projects within these financial institutions. For the purposes of triangulation, documents or project frameworks were used to further add to the comparison between the cases.

## 4.2 Data Collection

Three reputable financial organisations/institutions were selected for the multiple case study research. Of the institutions that were willing to partake in the study, these were the major ones. OrgA is the largest non-banking financial institution in Botswana, with a market share of about 75% in the country. OrgB is one of the top 5 banks in Botswana and OrgB is in the top 3 financial institutions. The researcher chose these institutions because of the level of market reach and top 5 rating. Judgement sampling was used in the study because it allowed the researcher to choose the participants who are experts in the field of project management based on their qualifications and their experience working in a financial organisation. Judgement sampling allowed for the study to be directly targeted at subject matter experts and assessment of the most established financial institutions in the country. Since there are no stringent criteria in judgment sampling, the researcher was able to approach the financial institutions directly to partake in the study. In addition, this type of sampling allowed the researcher to approach the target participants directly due to the convenience of the method. In the selection process of the three different organisations, the researcher went about sending requests to institutions governed by the (BoB) Bank of Botswana or the (NBFIRA) Non Banking Financial Institutions Regulatory Authority to participate in the study. As these are institutions that deal with highly sensitive and confidential information, soliciting permission from the financial institutions proved to be challenging. A larger number of institutions declined to participate in the study due to issues of confidentiality and were hesitant on allowing more than one participant in the study from each organisation. With all these challenges, the researcher used their judgement to ensure that there are an equal number of participants from each organisation to prevent skewing the study. However, after negotiating with other institutions, three established organisations eventually obliged. As clearly outlined in the ethics application, the selected institutions were given strict assurance of confidentiality in dealing with the information they would provide. Below is a table outlining the interviews done with the Project Mangers from the different organisations, documents provided by the different institutions as well as the interview with the external project consultant who has had experience with the financial institutions in varying degrees.

**Table 4.1:** Data Overview

<b>Organisation details</b>	OrgA	OrgB	OrgC
Sector	Insurance Services	Banking Services	Banking Services
Project Manager interview	10-PM	20-PM	30-PM
<b>Type of documents provided</b>	Project governance framework	Project framework borrowed from Safe Lean-Agile framework	None provided (actual documentation was not provided for due to OrgC's privacy policy. However, the interviewee gave details to the framework followed by the business).

## 4.3 Case Study Results

### 4.3.1 Organisation A (OrgA)

The financial institute was founded in 1975 with a market share of about 75%, making it the largest non-banking financial institute in Botswana. It is led by ten (10) executive members referred to as EXCO (Executive Committee) with the board of directors at the helm.

#### 4.3.1.1 Overview of Project Managers' views of their organisations

#### a. Project Manager's Background

The project manager from OrgA has had 12 years of experience in the field. He is Prince2 certified, and in addition to this, he has his certifications in change management and risk management with the Botswana Accountancy College (BAC). He is currently working on steering his career towards project auditing.

#### b. 10-PM's views on project success

From the viewpoint of 10-PM, governance structures are viewed as important in the financial institution in ensuring project success. Having clear guidelines and a clear business case also add to projects being successful as well as having the support of the project owner. Without the support of the project board the project is bound to fail. In addition, issues of unethical practices can hinder project success.

This then leads to the area in which project success can be slowed down by challenges that may arise. For example, challenges pertain to stakeholder buy-in because there is usually a clash between the normal routine running of the business and the project resourcing. In the case of OrgA, most people's performance appraisals are not attached to the project initiatives. There appears to be a disconnect between what is done in action and what has been documented as policy.

#### c. Policies and documentation

OrgA does not have policies in place but rather a project governance framework. The framework is adhered to by those working for the organisation as project management professionals. Those enlisted from the business who are not project management professionals do not follow the framework and have adopted an "execution style" way of implementing the projects. This means that project managers who do not have a project management background within OrgA do not have a particular method that they follow when implementing projects.

#### d. Impact of human capital on ensuring project success in OrgA

The main qualities that a project manager should possess **10-PM's Interview** are as follows:

-Being *a leader* and a *'Boss'*

-Being *a colleague and a friend*

-Being *adaptive* (there are many different personalities and people coming from various levels of the business that need to be managed)

-Being *straightforward with your colleagues*

The major challenges the project manager deals with, is managing the different stakeholders to avoid the 'ego' coming into play. There are challenges related to being an internal project manager because there more issues at stake as compared to being an external project consultant. The external project consultant can come into the organisation and execute without hinderance from internal stakeholders, as compared to the internal project manager.

#### *Views of 10-PM regarding the project team in OrgA*

10-PM believes that human capital is very important and is vital for the success of the business. This goes along with the culture that should exist within the organisation. If the culture is not properly cultivated, project success will then be limited. The impact of individuals not taking their role in the project seriously, can hinder success as well.

#### *Forming the team in OrgA*

Within OrgA, when the project team is being formed areas such as the scope and the expertise required are examined. The project manager gets permission from the department head of the resource required. However, there are difficulties when it comes to this because, if the project is not a part of the department head's priority list, getting the appropriate resource can be challenging.

In terms of the qualities that are most important in the project team member, discipline, commitment and reliability are deemed as crucial by 10-PM. Without the commitment of the team, even in the event of the project being completed, the intended benefits may not be realised because of this issue.

#### e. Dealing with conflict management within teams in OrgA

Conflicts are usually brought about by differing ideas and individuals feeling undermined. Sometimes conflict is brought about by team members having misunderstandings about their roles in the project especially in the instance of OrgA. It is important for the project manager to refer to the terms of reference as well as to reiterate the expectations from each stakeholder. Issues usually arise between an individual of a senior position and a junior staff member, in this instance it becomes challenging to mediate the issue between the two individuals.

From 10-PM's point of view, issues usually arise from assumptions, which is the root cause of the conflicts. It is important to understand why a particular individual is behaving in a certain way, it is important for the project manager to tailor their message depending on the audience. As previously stated, sometimes issues arise with the project owner or project sponsor and conflict is brought about when there are changes to the project scope. In the view of 10-PC, it is important to have clear rules of engagement prior to the commencement of the project to ensure conflicts are managed correctly. There are no theoretical techniques with regards to conflict management, the main focus is always around whether the team is following the scope or not.

#### **4.3.1.2 OrgA Document Results**

OrgA doesn't have policies regarding its project management activities. However, there is a framework in place to give guidance on structures, processes and responsibilities. This project governance framework was developed in 2017 by the organisation's parent company for the subsidiary to follow. However, the framework is not really followed by the other project

managers who are from other areas of the business. They follow an ‘execution style’ approach when implementing projects as stated by 10-PM.

Figure 4.2 below summarises OrgA’s project management framework (the name of the organisation has been blurred out).

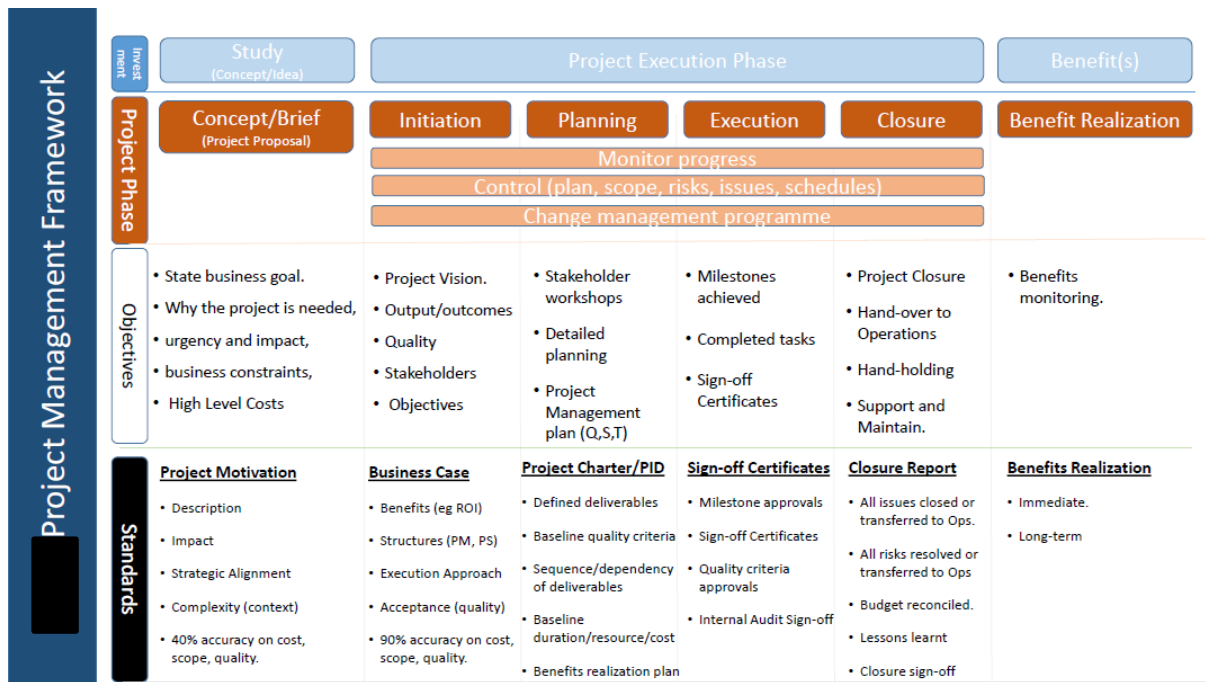


Figure 4.1: OrgA PMO Framework (Summary Part 1) Source: OrgA

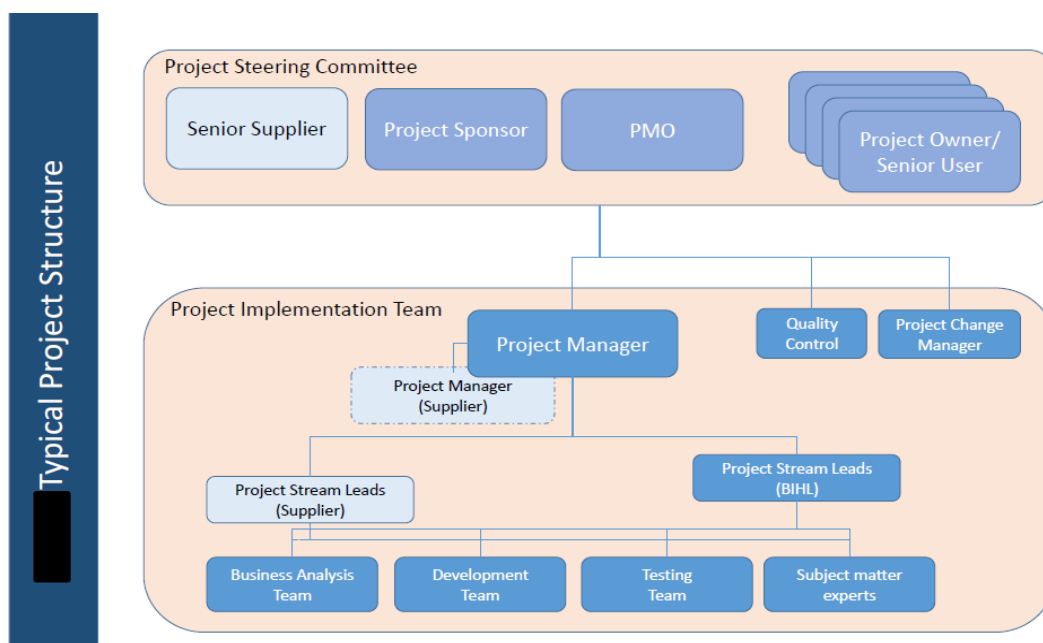


Figure 4.2: OrgA PMO Framework (Summary Part 2) Source: OrgA

### 4.3.2 Organisation B (OrgB)

OrgB is a financial institution offering banking services. It was established in Botswana in 2006 and has been offering services such as investment solutions, home and car financing as well as foreign exchange services. It is overseen by a board, with a managing director who reports to it in conjunction with an audit committee.

#### 4.3.2.1 Overview of Project Manager's view of the organisation

##### a. Project Manager's Background

20-PM has been in the project management field since 2003. He specialises in IT and has a Prince2 certification both foundation and practitioner.

##### b. 20-PM's views on project success

Having clearly outlined and designed requirements is important for project success. In addition, having clearly designed end-user requirements is crucial as well, this is because most projects in OrgB are for the bank's customers and it important that they receive the solutions well. Another factor regarding project success is that the benefits of the product have to be measured to see whether the solutions has been achieved and is it functional.

The challenges affecting project success that are mostly faced by OrgB is the lack of human resources or the sharing of human capital between the business and the project office.

**20-PM Interview:** ....“ *The major challenges that I face is. The project office, yeah, the project office is usually doesn't have a full complement, cannot be fully dedicated staff”....*

At most times people who are needed within the project are preoccupied with their day to day tasks, therefore affecting project success. In addition to this, it is important for the business to outline a clear project scope, business case and properly allocate resources to the

project, in order for it to run seamlessly. If these factors are not taken into consideration, project success is very limited.

### c. Policies and documentation

OrgB uses a scaled agile framework when executing their projects. This methodology has been adopted by the organisation because it allows for the delivery of work in sections. 20-PM states that benefits of the project are realised in advance instead of waiting for the project to be completed. Each stage of execution has to be signed off. In terms of adherence to the methodology, 20-PM stated that the business does follow through with it when implementing a project.

### d. Impact of human capital on ensuring project success in OrgB

The main qualities that a project manager should possess are **(20-PM Interview)**:

- being a servant leader*
- awareness with scrum technologies*
- strong communication skills*
- mentor and guide the team*
- being a enforcer and standing one's ground*
- be self-motivated*

### *Views of 20-PM on the project team in OrgB*

Issues regarding resourcing within OrgB have been highlighted. Resource allocation becomes difficult and thereafter prioritisation comes in to see how they can be divided between initiatives. For example, when the business has an urgent request for an issue to be rectified, the resources in the project will be channelled to the pressing issue.

Another issue faced by OrgB from the viewpoint of 20-PM is when individuals leave the organisation to join others. Most individuals who join a project team are trained extensively, once training is completed and they are fully engaged in a project they sometimes choose to leave the organisation. This causes problems as finding an individual to fill their position when resources are already limited becomes a challenge.

### *Forming the team in OrgB*

In OrgB, it is believed that the project team is a crucial aspect of project management, therefore making the human capital an important factor. Each team member has an important role within the team and when they are not there, the team suffers, therefore affecting project success.

The main areas that are looked at when creating a project team are the skillset and technical ability of the individuals depending on the requirements of the project. However, in view of the desired characteristics, qualities such as being self-motivated, being good with time management and being culturally aware of one's surroundings. Other favoured qualities include being a decisive individual and being able to remain focused under pressure.

### e. Dealing with conflict management within teams

The first course of action is to avoid conflict, however it is viewed that a project manager should be able to detect areas of conflict within the project before it arises. It is important to understand people based on their different personalities.

In the instance that there is interpersonal conflict between team members 20-PM stated that he borrows from the traditional court system in Botswana to mediate any issues. This allows one to listen to both sides of the argument and the project manager involving the project team comes to a final decision.

### 4.3.2.2. OrgB Document results

20-PM stated that they use the scaled agile framework in OrgB. It allows for the stage by stage completion of the project. The document shared by OrgB is depicted below in Figure 4.3 and is an overview of the framework that gives guidance on the maintenance of institutions being agile and as well as producing positive project outcomes. In the instance of OrgB, this is to allow the organisation to decrease time constraints when products need to be launched and ensure better stakeholder engagement.

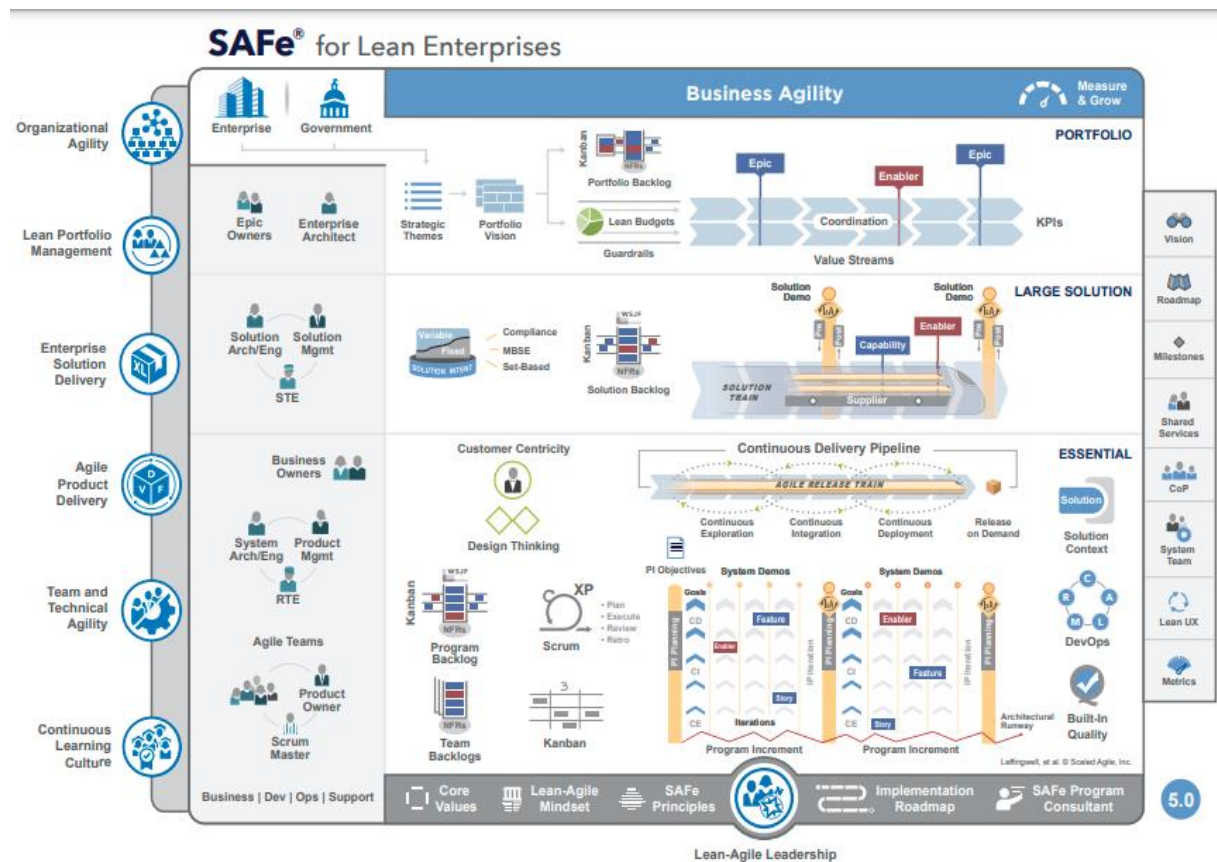


Figure 4.3: OrgB Summary Framework. Source: OrgB

### 4.3.3 Organisation C (OrgC)

OrgC is one of the major financial institutions in Botswana. It a member of well-established financial services group in Africa listed on the JSE (Johannesburg Stock Exchange). The

institution specialises in wealth management solutions, corporate investments, business and retail banking. In addition, it has over 1000 people as part of its staff compliment.

### **4.3.3.1 Overview of Project Manager's view of the organisation**

#### a. Project Manager's Background

The project manager interviewed from OrgC has been a project manager since 2013 and is a certified Prince2 Practitioner.

#### b. 30-PM's views on Project Success

Adequate and proper planning has to be done to ensure project success. Financial institutions are in competition with one another, therefore producing innovative solutions that are well executed is important for success. Another dimension of project success is communication, having clear communication lines between the project stakeholders is crucial. Lastly, managing time, scope and cost as well as the monitoring of risks, constraints, issues and dependencies is also important for project success.

Project human resourcing is a major challenging when it comes to project success and completion in OrgC. In consideration of the fact that projects are temporary endeavours, most of the human resources/ human capital are coming from the business who their daily tasks to complete outside of the project they are assigned to. It becomes difficult for them to balance between BAU and the project expectations. In the context of OrgC, BAU will always take precedence because it directly affects the bank's clients.

#### c. Policies and Documentation

The organisation does have policies and governance frameworks. OrgC follows the Prince2 and Agile methodology. The governance frameworks are followed fully in OrgC because close out reports cannot be submitted if proper procedure hasn't been adhered to. In addition, for

the project manager in OrgC, it is important to follow the framework as it forms part of their performance appraisal.

d. 30-PM's views on the impact of human capital on ensuring project success

The ideal characteristics a project manager must possess are as follows (**30-PM Interview**):

*-Good communication*

*-Good leadership*

*-Good technical expertise*

*30-PM's views on the project team*

The major challenge for the project manager is the management of the different personalities. It is important for the stakeholder to map out the different stakeholders and ensure the project manager has an understanding of the different personalities. Another challenge is that of human resource management. Most of the human resources assigned to the project are from the business and are also occupied with their daily duties.

*Forming the team in OrgC*

Human capital is critical to the execution of any project, without these human resources the project would not be successful. It is therefore important to select the appropriate individuals for the project team. Vital characteristics or qualities needed in a project team member include being focused, inquisitive, being a subject matter expert, open mindedness, flexible and emotionally intelligent.

#### e. Dealing with conflict management within teams

Minimising or avoiding conflicts is usually the route taken when it comes to conflict management. 30-PM stated that she would usually have a separate discussion with the parties involved in the conflict and have an appreciation of both side's point of views. If issues are not resolved, they are then escalated to executive level.

#### **4.3.3.2 OrgC Policies, frameworks**

OrgC was not comfortable with sharing their policies, frameworks or documentation. However, they did share that their methodology is borrowed from Prince2 and the agile methodologies.

### **4.4 Cross-case analysis**

Within this section a cross-case analysis is presented, in which the aim was to compare and contrast between the different cases. In addition, the researcher sought to reveal the similarities and differences in the outcome of the analysis of the three cases guided by research questions to reveal emerging themes from the results.

Based on the research questions posed in chapter 1, the following questions will lay a foundation of the cross case analysis based on the case results:

1. How are project team members' qualities taken into consideration in terms of the roles they will play within a team deployed on projects undertaken in the financial industry in Botswana? **(Addressed in 4.4.1)**
2. How is conflict management between project members addressed to allow for successful project implementation in projects undertaken in the financial industry in Botswana? **(Addressed in 4.4.2)**
3. How can the strategic deployment of human capital ensure project success in projects undertaken in the financial industry in Botswana? **(Addressed in 4.4.3)**

#### 4.4.1 How are project team members' qualities taken into consideration in terms of the roles they will play within a team deployed on projects undertaken in the financial industry in Botswana?

The analysis of the case study results in this section is framed by Belbin's team role theory (1993) which is believed to derive its underpinnings from the classical organisational theory, mainly in the bureaucratic theory and the human relations movement. In addition to this, Aritzeta et al. (2007) extrapolation of Belbin's theory is also used in framing how the case project team members' qualities are taken into consideration in terms of the roles they play regarding their personalities.

Below is a synthesised table highlighting the responses from project manager's views on what they viewed as the qualities in a project and a project team member that would aid in project success.

**Table 4.2:** Interviewees views of the desired qualities of a **Project Manager** and of a **Team Member**

	<b>OrgA</b>	<b>OrgB</b>	<b>OrgC</b>	<b>EPMC</b>
<b>Project Manager's Qualities</b>	<i>Leader</i>	<i>Servant leader</i>	<i>Good communication</i>	<i>Good leadership skills</i>
	<i>A Boss</i>	Awareness with Scrum	<i>Good leadership</i>	<i>Adaptive</i>
	Colleague	<i>Strong communication</i>	<i>Technical expertise</i>	Be a servant
	<i>Friend</i>	<i>Mentor</i>		<i>Good communication skills</i>
	<i>Adaptive</i>	Giving guidance		<i>Good decision maker</i>
	<i>Straightforward</i>			

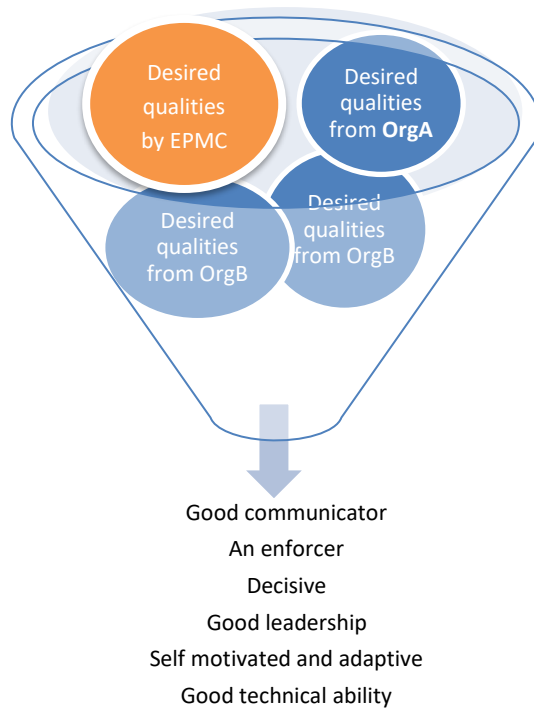
		<b>Enforcer</b>  Self-motivated  <b>Resolute</b>		<b>Technical expertise</b>  Vision centric
<b>Project Team Member's Qualities</b>	<b>Disciplined</b>  Committed  <b>Reliable</b>	Ambitious  <b>Adaptive</b>  Decisive  <b>Focused</b>  Takes pride in success  <b>Eager to learn</b>	<b>Subject matter expert</b>  <b>Inquisitive</b>  Good attitude  <b>Emotional Intelligence</b>	Team spirit  <b>Team player</b>  Good listener  <b>Able to follow instructions without complaining</b>  <b>Technical expertise</b>  Work well under pressure

The table above gives an overview of the desirable characteristics and qualities favoured from the point of view of the different organisations represented by the project managers. The qualities highlighted in **Bold** represent the similarities between the cases illustrating the desired characteristics in a project manager and a project team member. Each of the different project managers have differing views of what qualities in an individual are crucial, however there are some areas where they share similar views on the matter, this is illustrated in Figure 4.4 and Figure 4.5. For example, 10-PM and 20-PM have areas in which they share similar

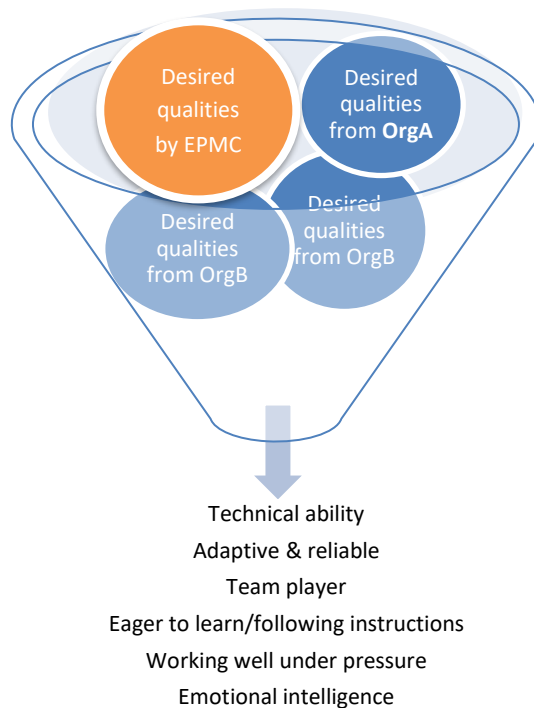
views on what constitutes a good project manager and the individual project team member that is, being a *friend and mentor* as well as being a boss and an enforcer. On the other hand, 20-PM and 30-PM also share different views that is, being a servant leader – a good leader and being good with communication. 10-PM and 30-PM seem to have differing stances on what makes for a good project manager.

However, it is important to note that the documents provided by the organisations do not provide a substantial amount of information pertaining to the characteristics or qualities desired or required in a project team member. However, from the interview done with the external project management consultant (EPMC) it is evident that there are some similarities with the views of project managers in terms of the qualities a project manager should possess, and those that a project member should have.

The diagram below (**Figure 4.4**) is a depiction of the qualities in which the different organisations and the external project management consultant are in agreement with for the ideal project manager. This illustration is based on a minimum of two interviewees sharing similar views on what an ideal project manager is. **Figure 4.5** is an illustration of the desired qualities and characteristics expected from a project team member to allow for conducive environment for project success.



**Figure 4.4:** A summary depiction of the qualities expected from a project manager



**Figure 4.5:** A summary depiction of the qualities expected from a project team member

**Table 4.3:** A comparison of Belbins team role qualities against the case results

	Strengths	Org A	OrgB	OrgC
Completer-Finisher	Painstaking, conscientious, self disciplined, delivers on time	✓	✓	
Implementer	Disciplined, reliable, efficient, sincere, stable	✓		
Team Worker	Co-operative, loyal, diplomatic, mediator		✓	
Specialist	Single-minded, self starter, self-disciplined, usually has expert knowledge	✓	✓	
Monitor Evaluator	Dependable, fair-minded, judges accurately	✓		✓
Coordinator	Mature, confident, a good chairperson, promotes decision making	✓		
Plant	Creative, unorthodox, solves difficult problems, innovative		✓	✓
Shaper	Challenging, dynamic, thrives under pressure, has courage to overcome obstacles	✓	✓	✓
Resource Investigator	Communicative, explores opportunities, persuasive and positive		✓	✓

According to Belbin, there are 9 key roles that an individual can play in a team. It is not necessary for the team to have individuals playing all the roles, it is to the team's management to evaluate what qualities are important in a given project.

Table 4.3 is a depiction of the extent to which the project managers share similar views regarding the qualities or personality traits embodied in Belbin's team roles. Two or more ticks is an indication of a consensus between the project managers of the desired qualities. Based on the above analysis it is evident that the following roles are important for these three organisations based on Belbin's team roles:

Based on the case results the qualities that are viewed as desirable in a project team based on Belbin's foundation are:

- Completer Finisher
- Specialist
- Monitor evaluator
- Plant
- Shaper
- Resource investigator

It would appear, the majority of the qualities described by the respondents gravitates towards those in Belbin's theory as depicted in analysis in Figure 4.6. However, based on the cases' responses, it would appear that there isn't a major emphasis on ensuring that teams are chosen based on their qualities/roles but rather on the duties they will need to complete throughout the duration of the project.

For example, a commonality between all three project managers is the lack of human resourcing to the project. There appears to be a common issue of under-resourcing from all three organisations.

**10-PM Interview:** *"...The biggest challenge in project management, they say jokingly, that when the project managers that the biggest challenges that people like and like in business, like anything else, it's getting people to buy in, getting people to balance their business as usual...."*

**20-PM Interview:** *"...the project office is usually doesn't have a fully complement, cannot be fully dedicated staff. It is very much aware of the project as a whole. So it basically means you are dependent on the business to borrow your people. And you find that most of the time the business, the people from business that always fully occupied. So you have to borrow people from the business at the same time to do that day to day work."*

**30-PM Interview:** *"the first thing obviously is around the fact that any project, by its nature, is temporary. So you are setting up a temporary structure to deliver this project, but obviously then you are not getting the resources to come and be with you full time. So these*

are resources that you are sharing between their BAU (Business as usual) as well as project, I guess.”

Taking into consideration the aforementioned issues, it could be deduced that due to the constrained resourcing organisations would not have the luxury of selecting individuals based on their qualities and characteristics, even if it was the desired course of action.

#### 4.4.2 How is conflict management between project members addressed to allow for successful project implementation in projects undertaken in the financial industry in Botswana?

This section will be addressing research question two. From the case results it is evident that the project managers manage conflict on a case by case basis as well as using their personal experience depending on the project management environment they find themselves in within their organisations. In order to get to the answers addressing research question 2, the researcher divided the responses into two distinct areas:

1. How the project manager manages conflict between team members?
2. Techniques employed in dealing with conflict

Based on the above questions, **Table 4.4** is representation of the views of the project manager on conflict management, as well as an overview of what the documentation provided by the institutes says about conflict management. **Table 4.5** depicts the juxtaposition between the data from **Table 4.4** and the external project consultant’s viewpoint.

**Table 4.4:** Views on conflict management

Organisation	
OrgA	<p><u>Project Manager</u> – <b>10-PM</b> Refers to the terms of reference on what the expectations are from each of the stakeholders assigned to the project. 10-PM aims at getting to the root of the conflict and understanding why it has come about. As well as getting to understand the reasoning behind an individual’s behaviour and referring them to the terms of reference. 10-PM</p>

	<p>also stated that there is no particular technique used regarding conflict management.</p> <p><u>Document analysis</u> – <b>OrgA's</b> documents do not discuss issues regarding conflict management.</p>
<b>OrgB</b>	<p><u>Project Manager</u> – <b>20-PM's</b> views allude to avoiding conflict as much as possible. It is important to identify areas of conflict and understanding and getting an overview of areas of contention from both sides. Following this, the team members are brought together to resolve their issues as a team.</p> <p>20-PM uses an informal customary court technique by listening to all sides of the issue and the final decision of the way forward is made by the project manager in the best interest of the project.</p> <p><u>Document analysis</u> – Based on the documentation provided by OrgB, there is minimal data on conflict management.</p>
<b>OrgC</b>	<p><u>Project Manager</u> – <b>30-PM</b> believes there should be a clear consensus between the team on the roles and responsibilities of each team member and try to keep conflict at a minimal level.</p> <p><b>30-PM Interview</b> : <i>“...conflict, like you're saying, it'll always be there, but for us to have to try and avoid it or at least minimize it, what's important is the roles and responsibilities when you start the project, to agree who's going to do what. But even when you agree those roles and responsibilities, there will be times when we don't agree on something.”</i></p> <p>From <b>30-PM's</b> point of view, conflict is managed depending on the stakeholder being dealt with at that moment. It is important to have a stakeholder map in view of the different people in order to gauge the level of interaction. If the issue is not resolved at the project level it will be escalated, however the project manager would make the final decision in the best interest of the business. Issues may arise with those who feel 'superior' however, a final decision will be made even if it is escalated.</p> <p><u>Document analysis</u> – OrgC did not provide any documentation, however 30-PM did state that Prince2 and Agile are the methodologies in use. Based on the methodologies used by OrgC, conflict is to be resolved as early as possible. It is important that teamwork is used to resolve the issues and that stakeholders reach a common understanding (ILX Marketing Team 2014).</p>

### Comparison of organisations' protocol on conflict management and the views of EPMC

From the point of view of EPMC, conflict should be avoided if possible. If they find that someone in their team is not playing their part as required, EMPC leans towards dismissing that individual. However, it is important to gravitate towards coming to a compromise when managing conflicts. This is done through team building and separating individuals from their titles or positions in the organisation. Having individuals coming to a mutual understanding of one another assists the team in ensuring project success.

**Table 4.5:** Analysis of views on conflict management

	10-PM (OrgA)	20-PM (OrgB)	30-PM (OrgC)	EPMC
Organisation has guidelines on how to deal with project conflict	No	No	No	No
Documents Analysis provides conflict management guidelines	No	No	No	No
Project Manager follow specific conflict management guidelines based on training or courses	No	No	No	No
Project manager, manages conflict depending on the issue at hand using personal experience	Yes	Yes	Yes	Yes

### A comparison between conflict management literature and the cases study results

From the literature, it is evident that conflict is an inevitable part of team arrangements (Checkland & Poulter, 2010). It is therefore important for teams to be able to manage any issues arising in order to ensure successful project implementation (Lovelace et al. 2001). Soft systems methodology (SSM) describes a process of resolving issues by reviewing the problem holistically. It dissects and unravels the different views of the issue through a solution-oriented process (Checkland & Poulter, 2010). Another form of conflict management is

negotiation theory, which entails navigating through the issues to find an amicable solution that benefits all parties involved without disadvantaging others.

SSM and negotiation theory are clear methodologies that give the users tools on how to solve their issues. Whereas from the data there are no formal techniques used to navigate through arising conflicts. It is apparent that all three project manager use techniques from their personal experience to manoeuvre through issues. This then would create an environment where conflict is not managed in a structured manner, leading to misunderstandings in the project team and causing delays in project execution and success.

**10-PM Interview:** *“....I wouldn't say it's the theoretical technique or something that I came across, but I would say that the first thing is to understand, where the issues are raised from...”*

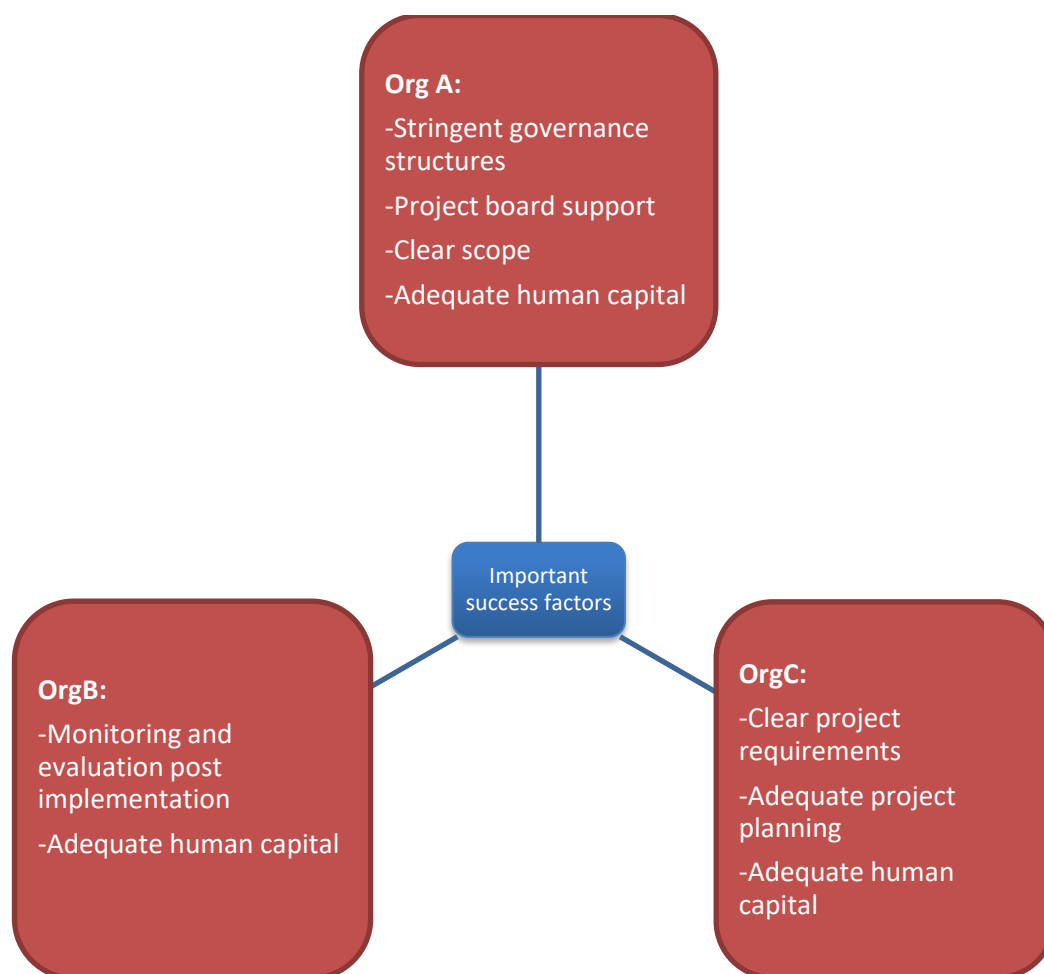
**20-PM Interview:** *“....I follow our old tradition of the court system where when they are conflicts, you call people. And then as the chief, you listen to everyone's story and after they speak, then you give yourself time to digest the stories. And I think thoroughly in terms of what they have said. And from there you call and then you make a decision to say, but this is my decision....”*

**30-PM Interview:** *“Let us all go our separate ways. You have a separate discussion.....Just to have an appreciation of both sides, you bring them into a room and then, you know, you discuss it as a team, probably the following day after the team members have cooled down.....That's how I resolve my conflict.”*

During the interviews the project managers don't seem to reference any conflict management training from their educational backgrounds. Even though some of their processes do align to the SSM and negotiation theory, in terms of trying to understand the different perspectives of the individuals involved and finding an amicable solution to the issue. It could be deduced that they unknowingly use parts of SSM in that they try to get to the root cause of the issue presented to find a common solution. As well as using elements of Principled Negotiation by getting to a solution amicably and effectively. However, there is no formal guidance or procedure followed to ensure all parties come to the best resolution.

### 4.4.3 Strategic human capital deployment to ensure project success in the Botswana financial industry

The aim of this section is to address research question 3. From the respondents' point of view, it is quite evident that the role of human capital and its strategic deployment within the project is vital for project success. According to the literature, different factors are taken into account when determining success criteria, and various views are taken into consideration (Belassi & Tukei 1996; Fortune & White 2006). However, for the purposes of this study and finding the answer to the third research question, human capital is at the forefront of case findings. **Figure 4.6** unpacks what the case results reveal in terms of the importance of strategic human capital deployment in ensuring project success in the selected cases within Botswana financial industry.



**Figure 4.6:** Case study results – critical factors affecting project success

During the interview with EPMC, the interviewee briefly refers to human capital being important in terms of the factors that aid project success. However, EPMC stated that the following are crucial in project success:

*-Teamwork and co-creation*

*-Effective engagement*

*-Thorough communication*

As compared to the literature, it is important to note that, case study results did not outline many success factors as those stipulated in the literature, which can be viewed as a noticeable aspect of the study as represented in Table 4.6 below.

**Table 4.6:** A comparison of critical success factors as compared to case results

Critical Success factors based on the literature in Chapter 2	Critical Success Factors based on the case study results
Defining goals, making project commitments known, laying out technical tasks and project objectives	Stringent governance structures
Having top management support	Project board support
Appointing competent project manager	
Environmental influences	Clear scope
Providing for control and information mechanisms, as well as scheduling control mechanisms	Monitoring and evaluation post implementation
Setting up communication procedures and channels	Clear project requirements
Adequate allocation of resources	Adequate project planning
Overall project reviews	Adequate human resourcing
Clear realistic objectives	
Strong/detailed plan kept up to date	
Good communication/ feedback	
User/client involvement	
Skilled/suitably qualified/ sufficient staff/team	
Effective change management	
Strong business case/ sound basis for project	
Sufficient/well allocated resources	
Effective monitoring/control	
Adequate budget	
Organisational adaptation/ culture/structure	
Good performance by suppliers/contractors/consultants	
Planned close down/review/ acceptance of possible failure	
Training provision	
Political stability	
Correct choice/past experience of project management methodology/tools	

Project size (large)/level of complexity  
(high)/number of people involved (too many)/  
duration (over 3 years)

Appreciating different viewpoints

Project sponsor/champion

It evident from Table 4.6, that from the literature there are many factors that are outlined affecting project success (Belassi & Tukei 1996; Fortune & White 2006), however the project managers including EMPC only mentioned a few success factors and did not delve deeper into how they define project success or what constitutes as success factors. Even though, the majority of the success factors coming from the case results appear in the literature as indicated in Table 4.7. This is an indication of the fact that the three organisations may need to look into how they define their projects being successful, having basic success criteria or the determinants of success factors in a more in depth manner.

When the interviewees were asked about the biggest challenges they are facing that ultimately affect project success, there was a unanimous consensus on it being the human resourcing aspect. All cases were in agreement that human resourcing is a challenge when it comes to project continuity and success, because it is limited.

**10-PM Interview:** *“...The biggest challenge in project management, they say jokingly, that when the project managers that the biggest challenges that people like and like in business, like anything else, it's getting people to buy in, getting people to balance their business as usual...”*

**20-PM Interview:** *“..... the project office is usually doesn't have a full complement, cannot be fully dedicated staff.[..]... So it basically means you are dependent on the business to borrow your people. And you find that most of the time, the business, the people from business that always fully occupied. So you have to borrow people from the business at the same time to do that day to day work....”*

**30-PM Interview:** *“.....obviously then you are not getting the resources to come and be with you full time. So these are resources that you are sharing between their BAU as well as project, I guess. So the first really first challenge is really around that fact that that issue of managing*

*shared resources and how do you ensure BAU and that is that balance between the project and the BAU....”*

**EPMC Interview:** *“.....They are busy with their work schedule and do what you would become like a burden to them. And they are staying to babysit you to achieve what they are supposed to achieve....”*

The documentation provided also doesn't speak to project success or the importance of human capital in a project. A feature of the results that can be highlighted from the cases is that none of the project managers refer to human capital as a major factor in strategic project implementation and success when asked explicitly about project success. However, when they are later asked about the importance of human capital, they state that it is fundamental in ensuring project success and it is the area that is causing the biggest challenge because of the limited resources and team members or stakeholders being preoccupied by their day to day tasks.

Based on the results from the study, it is evident that the strategic placement of human capital is an area that is very limited in terms of adequate resourcing. It is also apparent that it is an area that hasn't been developed to fulfil the project needs of the business within all three financial institutions. From the literature in chapter 2, very minimal research has been done in terms of the financial industry in Botswana and more specifically looking into the human capital perspective, the case results verify this phenomenon.

## **4.5 Findings**

From the presented analysis and discussion, a fair deduction can be made with regards to the following matters arising:

- The study revealed that there are different views of how to ensure project success within the organisation based on the responses from the interviewees. Most of the views of project success are based on the project managers' personal experience and not those specifically set by the organisation. Similarly, as it is depicted in the literature, all the project managers have differing views on what constitutes project

success. Without clearly defined success factors can lead to a project being a failure (Prabhakar, 2008).

- The subject of human capital is not closely monitored or examined with the adequate planning and consideration as it should have, even though it is a burning issue within all three organisations. All three case results show that there is a human resourcing problem within the organisations, however it is not being addressed. This is evidence of the fact that the area of human capital within a project is crucial for project success because this then leads to delays in project execution.
- There are no formal methods or procedures borrowed from literature or training being used by the project managers when it comes to conflict management. Issues are managed through an informal manner, based on the project manager's professional and personal experience.
- Due to the fact that the study involves internal project managers, there appears to be an affinity to resolving conflicts in a strategic and delicate manner especially if it involves individuals from different positions. Whereas, an individual coming in from the outside like EPMC, would not have to deal with individuals cautiously unlike the in-house project managers because they are trying to nurture their work relationships.

## **4.6 Conclusion**

Following the investigation of three (3) organisations in conjunction with the documentation provided and the external project consultant's input a complete cross case analysis was completed. This was done to ensure a thorough analysis of the results was executed in comparison with the highlighted literature guiding this study.

The analysis and findings will then feed into chapter 5 with discusses the recommendations and conclusion to the study.

# 5 Conclusion and Recommendations

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## 5.1 Introduction

This chapter concludes by illustrating the extent to which the research objectives were met as well as giving recommendations for future areas of exploration based on the study. The first section addresses the research objectives and how they are fulfilled by the study. These objectives are developed through the evaluation of the literature and the case study results, as well as looking into whether the objectives were met. The second section gives an overview of the conclusion of the study and the recommendations emanating from the study. Recommendations have been developed in view of the possible areas that could be investigated in conclusion of the research report.

## 5.2 Research Objectives Addressed

- a. *Determine the key components which define project success and establish key project success factors.*

The literature states that there are different issues that constitute project success (Bannerman, 2008; Cooke-Davies, 2002; Westerveld, 2003) . These are drawn from the various success factors that determine the project success criteria. From chapter 2, it is evident that there are varying views from different authors on what the key success factors are and how they determine success criteria (Belassi and Tukul 1996:143; Cooke-Davies, 2002; Westerveld, 2003). However, there is a consensus within the literature that project success needs to be clearly defined when implementing a project as stated by Ika (2009) and Baccarini (1999). The case results also assert this, even though they all have different views on what the key determinants of project success ought to be. In order to address this research objective, during the interviews, project managers were asked what they believe are the key components of ensuring project success in a financial institution and what are the major

challenges they face when implementing a project that could impact on successful completion. It is evident from the case results that ensuring project success is viewed in different ways by the project managers including the EPMC. However, there was a consensus that human capital remains a crucial ingredient because it remains the vital in the running of projects. From the literature, project success needs to be clearly outlined and defined to ensure benefits realisation is monitored against a set criterion (Prabhakar, 2008).

*b. Investigate the criteria for human resource deployment to ensure project success.*

For all of the cases studied, it is evident that human resource availability is a pain-point for all three organisations and this fact is corroborated by the external project consultant. There is no efficient process set for efficient human capital deployment within the organisations. The case results show that the human resources availed to the project are requested for and the individual is assigned to the project by their line manager or department executive. This disconnect is therefore fuelled by the fact that human capital is limited due to the capacity of the organisations and the project managers having to 'make do' with the inadequate resource dispensation. In essence, there is no formal criteria or process for human resource deployment within the organisations. In the literature states that appointing a skilled, suitably qualified and sufficient team is important when executing a project to create an environment allowing for success (Fortune and White, 2006). In view of the literature, it is evident that this is an area that these organisations have not given enough attention to based on their responses of what they describe as key factors in success, in addition the limited human resources they have access to.

- c. *Establish the optimal project team composition, in terms of what qualities each team member needs to bring to allow for successful project execution*

The study looks into what the respondents view as the optimal team member qualities should be within a team. Issues arising from the study suggest that there were similarities drawn in the analysis in chapter 4 on what the ideal characteristics or qualities would be based on Belbin's theory. Based on Belbin's team roles and the outcome of the case results these would include:

- Completer Finisher
- Specialist
- Monitor evaluator
- Plant
- Shaper
- Resource investigator

This shows that the project managers and the EPMC believe that the 6 of the 9 key roles from Belbin's theory. It is also apparent that the qualities of the project team member and that of the project manager are supposed to be taken into consideration when it comes to optimal team composition (Belbin 1993). However, it would appear due to the issues unearthed in the second research objective (b), the project managers do not have the luxury of choosing team members based on their qualities due to the limitations in resourcing. However, they are all in agreement that if an individual who forms part of the team does not possess the desired qualities, this would have a negative impact on successful project execution.

- d. *Investigate conflict management techniques which promote a harmonious project working environment allowing for project success*

Based on the literature in Chapter 2, conflict is an inevitable part of projects because of issues that arise throughout execution (Gareis, 2010). Conflict management is issue that all the cases deal with, and from this study it is evident that all the project

managers do not have a set technique when it comes to dealing with conflict. When asked about the techniques they would employ when solving conflict, each project manager based their response on their personal experience and not on a systematic process or learned technique. Since conflict is an inevitable part of the team dynamic, ensuring that the issues arising are dealt with swiftly and effectively is important to ensure project success. However, in light of the results coming from this study, it is evident that there are no techniques employed based on the respondents' training or from the documents furnished by the organisations indicating whether there are any conflict management techniques used. However, there are a few similarities in the techniques used by the project managers that are in SSM or Negotiation theory such as understanding the issue from both sides of the table and ensuring that individuals come to an understanding for the benefit of the project overall. In essence, the project managers manage conflict based on their personal experience and on a case by case basis.

## 5.3 Conclusions

The purpose of the study was to:

*Gain a deeper understanding of how team member qualities are taken into account when forming a project team, how conflict is managed and how these issues affect successful project implementation within the selected financial institutions in Botswana. In addition, to what extent does the role of human capital, that is the roles team members play, influence project success and team cooperativeness.*

There were a number of factors that arose when conducting this study to address the research aim. These include:

- Human capital is vital in the execution of any project within these organisations
- The financial organisations struggle to enlist human capital into their projects due to the limited human resources

- Project managers have different views on ensuring project success however, human capital is highlighted as particularly crucial by all three project managers
- Enlisting a team member with the desired qualities is important for project success
- Conflict management is an area that has not be fully developed within the organisations in terms of resolving issues

The purpose of this study has been fulfilled by gaining a deeper understanding of how the intricacies of project success are viewed and how they evolved. From the literature review, it is evident that there have been different ideas of how project success is viewed within projects (Bannerman, 2008; Cooke-Davies, 2002; Westerveld, 2003). However, from older literature there is an evident line of similarities between views of project success and what determines definitive factors of project success coming from authors such as Pinto & Slevin (1986), Martin (1976), Lock (1984), Morris and Hough (1987) and the human resource is viewed as forming a significant part of project success. With this evolution it is clear that project based organisations can determine or frame what they view as success.

Matters arising addressed the research aim and its purpose. Team members qualities including those of the project manager are not at the forefront of team formation based on the case study results. The qualities of the individuals selected for a team are not given much consideration as much as the technical role they will be fulfilling within the team. Due to the fact that the project managers have human resourcing issues, team member qualities are not taken into consideration due to the limited human capital available in the first place. This contradiction in the status quo illustrates that there is a significant misalignment between the efforts made to form the most effective team and the qualities needed to form an ideal team. It is evident that the respondents are not at liberty to consider the possibility of choosing the most effective qualities needed in a project team member. Therefore affecting how they execute projects and project outcomes in terms of success.

It is evident that conflict is managed uniquely by each of the respondents. The common thread is that the resulting conflict should not affect the project negatively. In terms of creating a harmonious work environment where positive synergies within a project team are fostered through mutual understanding of team members views, to ensure project success, it is evident that the project manager plays a major role in this. When conflicts arise between

stakeholders, it is the responsibility of the project manager to ensure that there is a positive outcome and that the parties involved are cognisant of the goals of project. In light of the fact that conflict is managed in a manner that is based on the personal experience of the project manager, formal techniques are not employed to assist in creating positive synergies between stakeholders. To foster a harmonious environment between project team members, the project managers gravitate towards rectifying any issues on a case by case basis.

From the study, it is evident that there are a number of issues faced by the project managers when it comes to executing their projects especially where human capital is concerned. The issues raised give light to the fact that the project managers have to be creative in the manner in which they execute their projects with the limited resources. In addition, as projects foster a highly pressurised environment within these organisations, project managers are not in a position to pick and choose what resources they get access to and therefore bringing about conflict within the different areas of the team, which in turn they have to manage efficiently as well.

## **5.4 Recommendations**

The following recommendations were made to allow for future research avenues based on the findings of the research study:

### **5.4.1 Research to be conducted in other financial institutions**

As this study was conducted with the three selected financial organisations in Botswana (OrgA, OrgB and OrgC), further research could be done to investigate the same phenomenon in other financial organisations regulated by the Non-banking Financial Institutions Regulatory Authority or the Bank of Botswana. This would bring a broader view of the financial industry in Botswana of the extent to which the qualities of human capital are taken into consideration when implementing projects, managing conflicts and ensuring project success.

#### **5.4.2 Improving on prioritisation of projects pertaining to human capital resourcing**

Human resourcing within projects remains a pressing issue for the three organisations and this is cemented by the views of EPMC. From the study, it is clear that organisations struggle with prioritising project human resourcing over other areas of the business making it difficult for the project managers to execute their projects with the limited human resources assigned to them. Therefore, as a further area of investigation, it would be beneficial to gain additional insight as to why project human resourcing is not prioritised in financial institutions.

#### **5.4.3 Investigating the impact of not having formal conflict management or resolution techniques within the project office in a financial institution**

A significant issue that arose within the study was that of project managers resolving conflicts based on their personal encounters and experiences. Formal methods of conflict management are not employed such as those elaborated on in the literature e.g. SSM (Soft systems methodology). A further look into the implications of not having clear conflict management channels and techniques would give an overview of the impact on successful project implementation and the success criteria.

#### **5.4.4 The impact of Senior Management on the deployment of human resources within projects**

Human resourcing within projects was highlighted as a major issue when project managers try to ensure successful project implementation. It would appear that the senior management has influence in how involved a project team member would be in a particular project within the financial institution. This then causes issues for the project managers as this causes a breakdown in implementing projects effectively. It would be prudent within further research

to investigate the full impact of senior management on implementing projects, as well as looking into the independence or autonomy of project managers when managing projects.

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# 6 Appendices

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## Appendix A

A MINOR DISSERTATION IN PARTIAL COMPLETION OF A MASTERS IN PROJECT MANAGEMENT -  
UNIVERSITY OF CAPE TOWN

### RESEARCH TOPIC:

“An investigation into the human capital perspective of project management – ensuring project success within selected financial organisations in Botswana”

### Semi-structured interview – Project Managers

#### **Purpose of the research instrument:**

The purpose of this research instrument is to investigate and get a deeper understanding of the role of human capital in ensuring project success within the context of Botswana’s select few financial organisations. Authors such as Belbin and Checkland emphasise on how the roles and the interpersonal interactions make a significant impact on how project teams work together and therefore allow success within their groups. The following questions have been purposed to gain insight on how effective team composition in view of the qualities team members need to possess and good conflict management skills contribute to the success of projects within the context of financial organisations. All information discussed within this interview will be confidential and will be coded to ensure anonymity. The only people who will have access to this information are those supervising the thesis and examining it.

<b>Section</b>	<b>Literature</b>
<b>A. Project Manager’s Background</b>	
1. How many years of experience do you have in working in a project management environment?	Project manager’s level of experience (Hadad et al., 2013)
2. What project management accreditations do you have?	(Hadad et al., 2013)
<b>B. Project Success</b>	

3. In your experience, what do you believe are the key components of ensuring project success in a financial institution?	Success factors (Belassi & Tukei 1996; Fortune & White 2006)
4. What are the major challenges you face when implementing a project that could impact on successful completion? How do you overcome these challenges? Please describe a minimum of three.	Fortune & White (2006)
<b>Policies and Documentation</b>	
5. Do you have project governing policies?	This would form part of the critical success criteria set by the organisation (Bryde 2003; Westerveld 2003)
6. To what extent are they adhered to in your organisation? What measures do you deploy to ensure compliance with these policies?	This would also form part of the critical success criteria set by the organisation (Bryde 2003; Westerveld 2003)
<b>Impact of human capital on ensuring project success</b>	
<b>The Project Manager</b>	
7. What characteristics and/or qualities do you believe make a good project manager?	Table 2.5: Qualities of a successful project manager (Latham & Locke 1979; Turner and Müller 2005; Pinto and Slevin 2004; PMI 2017)
8. What are the major challenges you face when leading a project team and how do you deal with them?	Leadership styles (Bono&Judge, 2004; PMI 2017)
<b>The Project Team</b>	
9. To what extent do you believe human capital plays in contributing to project success?	Diversity in team roles (Aritzeta, Swailes et al. 2007).
10. What key factors do you look at when forming a project team?	Diversity in team roles (Aritzeta, Swailes et al. 2007).
11. What characteristics and/or qualities do you believe are important in a project team member to ensure project success?	Diversity in team roles, team role theory (Belbin 1993)

<b>Conflict Management within project teams</b>	
12. How do you manage conflicts between team members?	Soft systems methodology (Checkland and Poulter 2010)
13. What are the techniques you might employ to resolve conflicting ideas or interpersonal conflicts between team members?	Soft systems methodology and negotiation theory (Checkland and Poulter 2010; Lax & Sebenius 2003)

Thank you



## Appendix B

A MINOR DISSERTATION IN PARTIAL COMPLETION OF A MASTERS IN PROJECT MANAGEMENT -  
UNIVERSITY OF CAPE TOWN

### RESEARCH TOPIC:

“An investigation into the human capital perspective of project management – ensuring project success within selected financial organisations in Botswana”

### Semi-structured interview – External Project Management Consultant

#### **Purpose of the research instrument:**

The purpose of this research instrument is to investigate and get a deeper understanding of the role of human capital in ensuring project success within the context of Botswana’s select few financial organisations. The following questions have been purposed to gain insight from an **external project consultant’s perspective** on how effective team composition in view of the qualities team members need to possess and good conflict management skills contribute to the success of projects within the context of financial organisations. All information discussed within this interview will be confidential and will be coded to ensure anonymity.

<b>Section</b>	<b>Literature</b>
<b>A. External Project Consultants’ Background</b>	
1. How many years of experience do you have in working in a project management environment?	Project manager’s level of experience (Hadad et al., 2013)
2. What kind of projects have you been involved in or worked on when extending your services to financial organisations?	(Hadad et al., 2013)
<b>B. Project Success</b>	
3. In your experience, what do you believe are the key components of ensuring project success in a financial institutions/organisations?	Success factors (Belassi & Tukei 1996; Fortune & White 2006)

4. Why do you believe financial organisations outsource project management services?	Fortune & White (2006)
<b>Policies and Documentation</b>	
5. Do you have project governing policies? Do you usually apply yours or those of the organisations you have been contracted by?	This would form part of the critical success criteria set by the organisation (Bryde 2003; Westerveld 2003)
6. To what extent do you believe the project governing policies of the financial organisations you have worked with are adhered to?	This would also form part of the critical success criteria set by the organisation (Bryde 2003; Westerveld 2003)
<b>Impact of human capital on ensuring project success</b>	
<b>The Project Manager</b>	
7. What characteristics and/or qualities do you believe make a good project manager?	Qualities of a successful project manager (Latham & Locke 1979; Turner and Müller 2005; Pinto and Slevin 2004; PMI 2017)
8. What are the major challenges you face when leading a project team in a financial organisation?	Leadership styles (Bono&Judge, 2004; PMI 2017)
<b>The Project Team</b>	
9. To what extent do you believe human capital plays in contributing to project success?	Diversity in team roles (Aritzeta, Swailes et al. 2007).
10. What characteristics and/or qualities do you believe are important in a project team member to ensure project success?	Diversity in team roles, team role theory (Belbin 1993)
<b>Conflict Management within project teams</b>	
11. How do you manage conflicts between team members?	Soft systems methodology (Checkland and Poulter 2010)
12. What are the techniques you might employ to resolve conflicting ideas or	Soft systems methodology and negotiation theory (Checkland and

interpersonal conflicts between team members?	Poulter 2010; Lax & Sebenius 2003)
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Thank you