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**Research Paper No: 1**

 **IMPACT OF HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES ON EMPLOYEE PERFORMANCE (A case of Telekom Malaysia)**

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**Abstract**

 Studies on HRM practices at different levels have been an area of interest for researchers for several decades because of the expansion of the industries and innovative practices which enable an organization to retain and utilize the Human resource effectively. As the 21st century has seen a tremendous growth in the service sector especially the telecommunication industry where the service providers were growing it is crucial for the organizations to retain and care for their employees and to improve their competitive advantages. Hence this study was undertaken in a Malaysian telecom major to identify the impact of HR practices (Training, Compensation and employee participation) on employee performance. Samples were collected using questionnaire from 102 employees in order to test the hypothesis. Regression analysis was done using SPSS to find out the impact of independent variables on employee performance. It was found that there was a significant relationship and impact of training and compensation plans on employee performance whereas employee participation had less impact on employee performance.

***Key words: Human resource Management, Training, compensation, employee participation***

**Introduction:**

Impact of human resource management practices on organizational performance has been a widely researched area for years. Results of studies, from developed countries to developing countries, have been time and again showing that HR practices have significant impact on organizational performance (Delaney & Huselid, 1996; Katou & Budhwar, 2007; Sing, 2004; Tzafrir, 2006). But unfortunately, very insufficient numbers of studies have been conducted in this area among the developing countries. To augment the contemporary knowledge base of HR practices of developing countries, this study has been undertaken in a Telecom Malaysia.

Telecommunication industry has seen massive structural transformation in terms of technological development which has made the industry to be highly competitive. The industry is the fifth largest and fastest growing industry worldwide (Hawken, Lovins, & Lovins, 2010). The industry takes a significant role in the world economy (Porter, 2000). The industry estimated revenue in 2008 was $3.85 trillion and the service revenue of the global telecommunications industry was estimated to be $1.7 trillion in 2008 and this is expected to reach $2.7 trillion by 2013 (Tedjokusumo & Setyorini, 2011). The telecommunications industry can be categorized into two sectors, service and manufacturing sector (Tan, 2002). The industry also faces a lot of challenges as a result of technological change and customer demands.

 The Malaysian government has a vision of becoming a developed country by year 2020 (Vision 2020), and Malaysian government has embarked on deregulation of some of the industries in the country which telecommunication is not an exemption (Gentzoglanis, 2007). Gone athe days when Telekom Malaysia Berhad held the monopoly over the telecommunication services in the country which was ended in 1992 as a result of the government deregulation as a strategy to achieve vision 2020 initiative. Presently, there are four telecommunication services providers in Malaysia to serve the 28.85 million Malaysian populations as at December 2011 (Data from World Bank, 2012). At that same time, there were 4.3 million main line telephone services in use as at second quarter of 2009 and 28.545 million mobile cellular user as at second quarter 2009, internet users, 16.902 million, internet-dial up, 3.86 million as at 2008 and internet – Broadband is 2.115 million users as at second quarter 2009 (Malaysian Communication & Multimedia Commission, 2012). In view of this, understanding the human resource practices that will improve employee performance and also contribute to their retention is serious issue as employee turnover will be high as there is high ISSN: 2289-4519 Page 31 demand for their services. Human resource practices are organizational tools that can be used to attract and retain the best brain in order to achieve organization objectives. In this scenario, this research examined the impact of certain HR practices on employee performance as case study of Telekom Malaysia.

**Research objective:**

The main purpose of the study was to identity the impact of HR practices on Employee performance.

**Literature review:**

The impact of human resource management on the performance of a company has come into limelight and as such it has become an area that requires paying more attention to in the field of (HRM). According to few studies, some human resource practices will have a positive impact on a company’s performance while numerous researchers suggest that more conceptual and practical approach is important on these works (Delery & Shaw, 2001; Von Krogh, Ichijo, & Nonaka, 2000; Wright & Boswell, 2002). Although, recently employees in an organization are seen as the most important asset possessed by an organization however, their impact is felt by only a few organizations (Davenport & Pruzak, 2000; Schein, 2006; Syed-Ikhsan & Rowland, 2004).

There has been an increase in the experimental studies that examines the influence of some practices of (HRM) on performance of employees (Becker & Huselid, 2006; Bowen & Ostroff, 2004). One can come across various HR practices that can influence the performance of an organization on their own or when merged with others. However, the result cannot be easily interpreted (Ahmad & Schroeder, 2003). In order to examine the influence of HR practices on performance of employees, which is also related to organizational growth, it may be necessary to recognize the HR practices that are recommended by Pfeffer (1998) in which the literature explains that one can expect its influence on employee performance.

**Training and Employee development:**

Training is done to create change by initiating a new employee into the culture of the organization. It involves new employees acquiring new skills or improving their skills in order to implement change that is needed by an organization. Training is not sufficient enough to motivate work force. But, it is an important tool that an organization can use to achieve its long term goals (Laird, Holton III, & Naquin, 2003).

Training given to employees is done as an agreement to maintain culture of the organization and also to be productive which in turn will result in earning reward and awards. Training also plays an important role in employee performance as the skills acquired during the training will be the major part of the employee life-cycle in an organization (Cardon & Stevens, 2004). Training as a tool will help an employee to upgrade his knowledge and technicality and improves his performance in the organization (Castilla, 2005). Training plays an important role in motivating employees to take part in organized projects, to willingly support programs that will improve the organization and to do their best in order to see that organizational goals are achieved (Bolman & Deal, 2011). When employees are trained, it will be easy for organizations to achieve their set goals (Linderman, Schroeder, Zaheer, & Choo, 2003).

H1: There is a significant relationship between training and development practices and employee performance.

 **Performance Appraisal:**

Performance appraisal is used by organizations to evaluate employees’ efforts so as to reward them for the efforts (Collins and Clark, 2003). Performance appraisal was found to have both direct and indirect effect on administrative performance of employee and the feedback obtained from performance appraisal activities, usually conducted at least once annually can help to improve administrative processes (Collins and Clark, 2003).

 H2: There is a significant relationship between Performance Appraisal and employee performance.

**Employee Participation:**

Tata and Prasad (2004) Pointed out that employee will be more committed to the organization as a result of team work and decentralization of decision making, with active participation, employees will feel like a part of the organization and this will have a positive impact on the organizational performance. Working together as a team and making joint decisions is of utmost importance at this point in order to be able to achieve the set objectives of the team and the organization as a whole. According to Pfeffer, 1998; Wagner, 1994; Yeatts and Hyten, 1998; Singer and Duvall (2000) a number of studies have established that success of high-performance HRM practices depend on decentralization and self-managed team. Jayaram et al., (1999) also establish that a team that is decentralized can positively influence time and flexibility, which are two dimensions of performance. In another study by Collins and Clark (2003) it was observed that human resource processes and procedures play important role in terms of allowing organization to take competitive advantage and ensure bringing HR practices and organizational performance closer, using employee network procedure of high level management practices.

H3: There is a significant relationship between employee participation and employee performance.

**Data collection:**

The data is collected through survey questionnaire. As this study is about the HRM and performance to understand the impact Quantitative approach was adopted. Rational for the selection of close-ended questions instead of conduct interviews is to find the relationship between variables and comparisons between the respondents (Brayman& Bell, 2007).

The data used for the study were obtained from both Primary and Secondary Data sources. The Primary sources include direct information collected through administration of questionnaires in order to gain insight into the research topic. The secondary data sources include journals, textbooks and other related publication both online and offline. Data were gathered through administering of questionnaires to employees of Telekom Malaysia from the two provinces (Kuala Lumpur and Selangor). The entire questions in the questionnaires were structured and some of the questions were intended to test hypothesis that were previously formulated in the study.

The questionnaire designed for this study has two sections which include; the first section that consists of normal scale questions which involve demographic information of respondents. The information was later converted into percentage to ease analysis. And the second section that consists of 5-point Likert Scales questions with 5 options to choose from. The options are provided for respondents to show the rate at which they agree or disagree with the questions. The options answer provided for the questions start with 1 – which stands for “Strongly Agree”, followed by 2 – which represents “Agree”, the next is 3 – which stand for “Neutral”, followed by 4 – which represents “Disagree” and ends with 5 – that stand for “Strongly Disagree”.

**Population:**

The company has a total workforce of 26,629 employees as at 2013. Therefore, is almost impossible for this study to conduct survey on all the company’s employees. Hence, this study adopted a convenient sampling method to select sample from the total population to conduct the research. The sample size for the study was 102 employees employed in Telekom Malaysia. The respondents were chosen based upon their willingness and convenience to respond to the survey and the sample size was arrived after rejections on incompletion.

**Data analysis:**

The data gathered was analyzed using the statistical analysis software. The Statistical Package for Social Sciences (SPSS) version 21 was used to analyze the data collected. The SPSS software was used to perform descriptive statistics such as correlation analysis, regression analysis, and to compare the differences in the regression coefficient. Pearson’s Correlation Co-efficient was adopted for data analysis approach. The method was used to test the relationship between HR practices and performance of employees.

**Demographic Analysis:**

51% of the respondents are female for as compared to male (49%). This shows that there are more females workers in Telekom Malaysia compared with the male workers. The average age of respondents is above 40 years old accounted for 2.0%, fewer than 25 years old accounted for 23.5%, above 25 years old accounted for 50.0%, and above 36 years old accounted for 24.5%. The highest qualification is Master degree and only 3.9% of the respondents got that. Bachelor degree holders are the highest respondents with 43.1%, follow by Diploma with 34.3%, HSC/SPM 15.7% and HSC/STPM 2.9%. Respondents who have spent less than 1 year at work accounted for 35.3%, above 3 years accounted for 40.2%, above 4 years accounted for 22.5%, above 7 years accounted for 1.0% and more than 10 years also accounted for 1.0%.

**Hypothetical testing:**

 **H1: There is a significant relationship between training and development practices and employee performance.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | D F | Mean Square | F | Sig. |
| 1. Regression

ResidualTotal | 6.00269.25375.255 | 1100101 | 6.002.693 | 8.667 | .004a |

Coefficients

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized CoefficientsBeta | T | Sig. |
| B | Std. Error |
| 1 (Constant)Training | 1.476.303 | .374.103 | .282 | 3.9522.944 | .000.004 |

a. Dependent Variable: Employee Performance

b. Independent variable: Training

 In the ANOVA table, the significance was found to be 0.004.

This can be interpreted as the relationship between training and employee performance is significant. This result proves that there is relationship between employee training and employee performance. This result was in line with the findings from Phillips (2009) in his study the effect of training on teacher performance in secondary education. The study established that there is a relationship between training and employee performance. This result is reasonable in that people get better with better training and additional skills. From the regression table, the regression equation y = b1x1 + A can be expressed as Employee Performance = 0.303 (Training) + 1.476

This implies that employee performance will increase by 0.303 for every one-unit increase in training. That is, whenever employees are been trained, their performance will increase by 30.3%. The beta coefficient in regression is 0.282 positive. Thus it is evident that training has 28.2% influences on employees’ job performance. Hence the hypothesis one was proved to be significant.

H2: There is a significant relationship between Performance Appraisal and employee performance.

ANOVA

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 RegressionResidualTotal | 10.98166.01076.990 | 1100101 | 10.981.660 | 16.635 | 000a |

Coefficients

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
| B | Std. Error | Beta |
| 1 (Constant) | 2.424 | .239 |  | 10.136 | .000 |
| Performance Appraisal | .372 | .091 | .378 | 4.079 | .000 |

Dependent Variable: Employee Performance

 Independent Variable: Performance Appraisal

The value of significant of the model from ANOVA is 0.000. This shows that the relationship between performance appraisal and employee performance is statistically significant.

The coefficient value for performance appraisal and employee performance, using the regression equation y = b1x1 + A, will be: Employee Performance = 0.372 (Performance Appraisal) + 2.424. This indicates that employee performance will increase by 0.372 for every one-unit increase in performance appraisal.

The beta coefficient for performance appraisal and employee performance is 0.378. The value of beta indicates the level at which independent variable (performance appraisal) can influence the variations in the dependent variable (employee performance). The higher the value of beta the higher is the influence of independent variable on dependent variable and vice versa. Performance Appraisal has 37.8% influences on employee performance. The percentage of influence is moderate. This proves that performance appraisal has moderate influence on employees’ performance.

**H3: There is a significant relationship between employee participation and employee performance.**

**ANOVA**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| RegressionResidualTotal | .05185.29285.343 | 1100101 | .051.853 | .060 | 807 |

Coefficients

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
| B | Std. Error | Beta |
| 1 (Constant)Employee Participation | 3.062.026 | .282.105 | .024 | 10.86 3.245 | .000.807 |

1. Dependent Variable: Employee Performance
2. Independent variable: Employee participation

From the ANOVA Table, the significance in the relationship between employee participation and employee performance is tested. It can be deduced from this result that there is no relationship between the independent variables (Employee Participation) and dependent variable (employee performance). Both the independent and dependent variables are not comparable and fit.

The coefficient value for employee participation and employee performance, using the regression equation y = b1x1 + A which can be expressed as: Employee Performance = 0.026 (Employee Participation) + 3.062. This model estimating that employee performance is expected to increase by 0.026 when employee participation increase by one unit and employee performance is expected to be 3.062 when incentives are zero.

The beta coefficient is positive 0.024. The beta percentage is 2.4% which can be considered to be very low. This proofs that the level of influence of employee participation on employee performance is comparatively low. Hence the H3 was proved to be non- significant.

**Discussion and Conclusion:**

This study was undertaken with the basic objective of identifying the impact of HR practices on employee performance at Telekom Malaysia. Three major HR practices were chosen for study after review of literature and conducting a study on HR practices at Telekom Malaysia. Three hypotheses were developed which focused on identifying the impact of Training, performance appraisal and Employee participation on employee performance. The findings of the regression analysis proved that there was a significant relationship between training on employee performance. It was found that Performance appraisal has moderate influence on the performance and employee participation in decision making has least influence on the performance.

This study results match with Tahir (2006) findings where he revealed that training, compensation and performance appraisal are highly significant in employees’ efficiency and effectiveness. Likewise, the findings from this research are in line with the results from Singh (2004) where it is revealed that Training and compensation have significant influence on organization and employees’ performance. This finding is also relates with this study results. This study results is also the same with the findings revealed by Sultana et al. (2012) where it is showed that employee training helps to develop organization performance, take a vital role in improving employee performance as well as increasing productivity and eventually helps to place organizations in the best position to face competitive challenges and stay on top.

**Limitations and future study:**

There are also many limitations of this study which includes; First, the study is only limited to a single telecom major in Malaysia, So the results of this study can only be used for further research in telecom industry at different levels. Secondly the HR practices discussed in this study are very short in numbers. These HR practices are taken from the research work already done by different researchers and according to the predominant HR practice at Telekom Malaysia, hence there are several other practices which could be focused in future studies.

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**Solve the research paper:**

This is the research paper of Human Resource Management.

**Topic:**

IMPACT OF HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES ON EMPLOYEE PERFORMANCE (A case of Telekom Malaysia)

**Explanation:**

Human Resource Management (HRM) impact on any organization across the globe studied since many decades. According to e (Delaney & Huselid, 1996; Katou & Budhwar, 2007; Sing, 2004; Tzafrir, 2006) that HRM studies in anywhere of the world from developed countries to developing countries left a significant impact on organizational performance. But in developing countries HRM study is very rare. Let’s take the example of a company which is in developing country like Malaysia, and that company is Telecom.

Telecommunication industry which is very advanced in terms of technological development and is very competitive. The telecommunication industry is the fastest growing industry and fastest earning revenue industry in the world. The telecommunication industry is categorized into service and manufacturing sector. The industry faces different challenges as a result of technological change and customer demands.

The Malaysian government has a vision of becoming a developed country by year 2020 (Vision 2020), and Malaysian government has embarked on deregulation of some of the industries in the country which telecommunication is not an exemption (Gentzoglanis, 2007).

**Research objective:**

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There has been an increase in the experimental studies that examines the influence of some practices of (HRM) on performance of employees (Becker & Huselid, 2006; Bowen & Ostroff, 2004). One can come across various HR practices that can influence the performance of an organization on their own or when merged with others. However, the result cannot be easily interpreted (Ahmad & Schroeder, 2003). In order to examine the influence of HR practices on performance of employees, which is also related to organizational growth, it may be necessary to recognize the HR practices that are recommended by Pfeffer (1998) in which the literature explains that one can expect its influence on employee performance.

**Performance Appraisal:**

Performance appraisal is used by organizations to evaluate employees’ efforts so as to reward them for the efforts (Collins and Clark, 2003). Performance appraisal was found to have both direct and indirect effect on administrative performance of employee and the feedback obtained from performance appraisal activities, usually conducted at least once annually can help to improve administrative processes (Collins and Clark, 2003).

H2: There is a significant relationship between Performance Appraisal and employee performance.

**Data analysis:**

The data gathered was analyzed using the statistical analysis software. The Statistical Package for Social Sciences (SPSS) version 21 was used to analyses the data collected. The SPSS software was used to perform descriptive statistics such as correlation analysis, regression analysis, and to compare the differences in the regression coefficient. Pearson’s Correlation Co-efficient was adopted for data analysis approach. The method was used to test the relationship between HR practices and performance of employees.

**Research Paper No. 2**

How The Effectiveness of Project Management Lead to Project Success, 11 September 2017 Universiti Malaysia Pahang, Pekan, Malaysia

PROJECT MANAGEMENT REVIEW: HOW THE EFFECTIVENESS OF PROJECT MANAGEMENT LEAD TO PROJECT SUCCESS

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ABSTRACT

This paper delivers some thoughts and ideas about success criteria for project management. Cost, time and quality (The Iron Triangle), have become inevitably linked with measuring the success of project management over the last 50 years. This is perhaps not surprising, since over the same period those criteria are usually included in the description of project management. Time and costs are at best, only guesses, calculated at a time when least is known about the project [2,3]. Quality is a phenomenon, it is an emergent property of people’s different attitudes and beliefs, which often change over the development life-cycle of a project. The role of different project management techniques to implement projects successfully has been widely established in areas such as the planning and control of time, cost and quality. In spite of this, the distinction between the project and project management is less than precise [4,5].

Keyword: Project Management, The Iron Triangle

**INTRODUCTION**

A project is a collection of activities to accomplish a specific objective. Project management involves project planning, monitoring, and control. Project planning includes definition of work specification, determination of quantity of work, and estimation of resources required. Successful project management insures the completion of project in time, within budget, and to the project specifications. It is facilitated by the identification and successful application of methodology for tradeoff analyses [6,7]. Even though project management techniques have traditionally been utilized in both construction and defense related projects, its applicability has been extended to such diverse fields as software development, maintenance planning, space vehicle deployment, and complex surgery. A large project may be broken down into several activities. The precedence-relationships among them may be visualized in a network representation of the project where arcs denote activities [,8,9].

**PROJECT MANAGEMENT**

In order to distinguish between the project and project management it is necessary to develop distinct definitions for the two terms. A project can be considered to be the achievement of a specific objective, which involves a series of activities and tasks which consume resources. It has to be completed within a set specification, having definite start and end dates. In contrast, project management can be defined as the process of controlling the achievement of the project objectives. Utilizing the existing organizational structures and resources, it seeks to manage the project by applying a collection of tools and techniques, without adversely disturbing the routine operation of the company. The function of project management includes defining the requirement of work, establishing the extent of work, allocating the resources required, planning the execution of the work, monitoring the progress of the work and adjusting deviations from the plan. Initially these two definitions may appear to overlap. Both are heavily orientated to the achievement of the project. The important distinction lies in the emphasis of both definitions [10 – 14].

The project is concerned with defining and selecting a task which will be of overall benefit to the company. This benefit may be financial, marketing or technical, but this will tend to be of a long-term nature, oriented towards the expected total life span of the completed project. In contrast, project management is orientated towards planning and control. It is concerned with on-time delivery, within-budget expenditures and appropriate performance standards.

**Project success or failure**

The definition of a project has suggested that there is an orientation towards higher and long-term goals. Important parameters within the goals will be return on investment, profitability, competition and market ability [3-5].

Factors includes:

• Realistic goal • Competition • Client satisfaction• Definite goal • Profitability • Third parties • Market availability • The implementation process • The perceived value of the project

**Project management success or failure**

The definition of project management suggests a shorter term and more specific context for success. The outcomes of project management success are many. They would include the obvious indicators of completion to budget, satisfying the project schedule, adequate quality standards, and meeting the project goal [3-5].

• Inadequate basis for project • Wrong person as project manager • Top management unsupportive • Inadequately defined tasks • Lack of project management techniques • Management techniques misused • Project closedown not planned • Lack of commitment to project

**METHODOLOGY IN PROJECT MANAGEMENT**

The critical path method (CPM) is a fundamental quantitative technique developed for project management. Assuming deterministic activity completion times, CPM determines the minimum time needed to complete the project. Generally, there is a due date for project completion and one needs to expedite the project. This implies completing some of these activities faster than normal. For each activity, normal time of completion and crash time of completion are determined and correspondingly normal and crash costs for the activity are estimated. Crash completion of an activity may involve overtime charges, specialized resources, and faster wear and tear of equipment [15,16]. Thus crashing an activity saves time but increases the cost.

 In the mid-1980s Dr. Martin Barnes created the Triangle of objectives. The triangle demonstrates that quality cost and time are interrelated known as Iron Triangle. Focusing or fixing one point of the triangle impacts the other two points.

 Cost

 Quality Time

Figure 1 Iron Triangle [1]

Decide at the start of a project which version of the triangle you will use and agree with the project sponsor which of the three or four objectives are most important. Assess all changes, risks and issues against the triangle and weigh up your course of action against the impact on your critical objective. For example, if the key project constraint is cost, only the most business critical change requests are likely to be approved. However, if quality is the biggest goal time and cost might move to accommodate enhancement requests [17 – 21].

Scrum is the most popular Agile development framework because it is relatively simple to implement but also because it solves a lot of problems that software developers have struggled with in the past such as convoluted development cycles, inflexible project plans, delayed production. In Scrum, a small team is led by a Scrum Master whose main job it is to clear away all obstacles to work getting done more efficiently. The team works in short cycles of two weeks called “sprints,” though the team members meet daily to discuss what’s been done and where there are any roadblocks that need clearing. This methodology allows for quick development and testing, especially within small teams [18,19,20].

Kanban is another framework for implementing Agile but is based on a team’s capacity to do work. It originated from the factories of Toyota during the 1940s and was originally a visual system of cards (“kanban”) used by a department to signal that their team is ready for more raw materials, that the team has more capacity to produce. Today, this visual approach to managing a project is well-suited to work that requires steady output. Project teams create visual representations of their tasks often using sticky notes and whiteboards (though there are also virtual versions that can be used online) and move these through predetermined stages to see progress as it happens and identify where roadblocks occur [23-27].

**CONCLUSION**

For a project to be successful there must, first, be an improved appreciation of the role of project management within projects, and this role must be placed within the context of a wider project alongside other outside criteria and long-term expectations. Second, the project manager must allow the client to contribute actively in the planning and production phases and at the same time the project team involvement has to be extended into the utilization phase. This would be accommodated properly in a project evaluation technique that examines not only the implementation processes but also the economic and financial performance. Finally, one must always bear in mind that successful project management techniques will contribute to the achievement of projects, but project management will not stop a project from failing to succeed [28 – 30]. The right project will succeed almost without the success of project management, but successful project management could enhance its success. Selecting the right project at the outset and screening out potentially unsuccessful projects, will be more important to ensuring total project success.

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**Solve the research paper:**

This is the research paper of Project Management.

**Topic:**

HOW THE EFFECTIVENESS OF PROJECT MANAGEMENT LEAD TO PROJECT SUCCESS?

**Explanation:**

A project is a collection of activities to accomplish a specific objective. Project management involves project planning, monitoring, and control. Project planning includes definition of work specification, determination of quantity of work, and estimation of resources required. Successful project management insures the completion of project in time, within budget, and to the project specifications. project management techniques have traditionally been utilized in both construction and defense related projects, its applicability has been extended to such diverse fields as software development, maintenance planning, space vehicle deployment, and complex surgery. A large project may be broken down into several activities.

In order to distinguish between the project and project management it is necessary to develop distinct definitions for the two terms. A project can be considered to be the achievement of a specific objective, which involves a series of activities and tasks which consume resources. It has to be completed within a set specification, having definite start and end dates. In contrast, project management can be defined as the process of controlling the achievement of the project objectives. Utilizing the existing organizational structures and resources, it seeks to manage the project by applying a collection of tools and techniques,

without adversely disturbing the routine operation of the company. The function of project management includes defining the requirement of work, establishing the extent of work, allocating the resources required, planning the execution of the work, monitoring the progress of the work and adjusting deviations from the plan.

The project is concerned with defining and selecting a task which will be of overall benefit to the company. This benefit may be financial, marketing or technical, but this will tend to be of a long-term nature, oriented towards the expected total life span of the completed project. In contrast, project management is orientated towards planning and control. It is concerned with on-time delivery, within-budget expenditures and appropriate performance standards.

**Conclusion**

For a project to be successful there must, first, be an improved appreciation of the role of project management within projects, and this role must be placed within the context of a wider project alongside other outside criteria and long-term expectations. Second, the project manager must allow the client to contribute actively in the planning and production phases and at the same time the project team involvement has to be extended into the utilization phase. This would be accommodated properly in a project evaluation technique that examines not only the implementation processes but also the economic and financial performance. The right project will succeed almost without the success of project management, but successful project management could enhance its success. Selecting the right project at the outset and screening out potentially unsuccessful projects, will be more important to ensuring total project success.