

Project Management Practices and Critical Success Factors—A Developing Country Perspective

Daniel F. Ofori¹

¹ University of Ghana Business School, University of Ghana, Ghana

Correspondence: Daniel F. Ofori, Department of Organisation and Human Resource Management, University of Ghana Business School, P.O. Box LG 78, Legon, Ghana. E-mail: dofori@ug.edu.gh

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Abstract

The study sought to identify and assess the quality of project management practices as well as the critical success factors for projects in Ghana. The study adopted an exploratory approach and utilized a survey method to collect data on project management practices of Ghanaian organizations. Purposive sampling was used in selecting the sample which comprised 200 managers from different economic sectors. Results from the study indicated that the critical factors that contribute to the success of a project include top management support, effective communication, clarity of project purpose and goals, and stakeholder involvement. Documentation and dissemination of critical success factors and best practices in project management will improve the quality of project management in Ghana.

The absence of a structured system of documentation of project management practices among Ghanaian project managers has resulted in a dearth of empirical data. The inability of the researchers to sample organisations across Ghana is considered as one of the study's limitations, an example of a geographical constraint. This research focused on the key factors and best practices that lead to the success of projects in Ghana.

Keywords: project management, critical success factors, quality, Ghana

1. Introduction

Project Management has gained popularity as a distinct management concept used to drive not only business objectives, but also the economic development agenda of developing countries including Ghana. Several programmes in Ghana, such as real estate development, event planning, product development, infrastructure development, especially those tied to foreign aid from development partners, and Ghana's own development policy programmes like the Presidential Special Initiatives (PSI) (Ghana Investment Promotion Centre [GIPC], 2001) and the Ghana Poverty Reduction Strategy Papers (GPRS I & II) (National Development Planning Commission [NDPC], 2002; 2005), all lay heavy emphasis on the use of projects and project management as a tool to optimize the rate of success. Chatfield (2007) defines project management as the discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives.

According to the Project Management Institute's (PMI, 2008) Body of Knowledge (PMBOK) projects, which are temporary endeavours undertaken to meet unique goals and objectives within a defined scope, budget and time frame, typically go through a life cycle. The project life cycle, which is a logical sequence of activities to accomplish the project's goals, is made up five stages namely; the *Project Initiation* stage, the *Project Planning* stage, the *Project Execution* stage, the *Monitoring and Controlling* stage, and the *Project Closure* stage. Attention to detail, along with the involvement of key stakeholders and proper documentation at each stage ensures the success and quality of the project. The sequential phases are generally differentiated by the set of activities that are carried out within the phase, the key actors involved, the expected deliverables, and the control measures put in place (Project Management Institute [PMI], 2004).

For example, setting out the scope and specifications of the project at the Initiation stage enables the project sponsor and manager to be clear on the purpose, expected outcomes, budget, deliverables and time frame of the project. In addition to this, experience shows that getting it right at the Planning stage is critical for project success and the sustainability of the project outcomes. Any ad-hoc planning may lead to the consequences of not

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