



**THE IMPACT OF PROJECT CONTROL ON PROJECT SUCCESS IN THE EVENTS
INDUSTRY IN CAPE TOWN**

by

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**Dissertation (course-based degree with 50% dissertation) submitted in partial
fulfilment of the requirements for the degree**

Master of Technology: Business Administration in Project Management

in the Faculty of Business and Management Sciences

at the Cape Peninsula University of Technology

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Date of Submission: August 2022

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DECLARATION

I, Thembela Hope Sidlayiya, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Signed

Date

ABSTRACT

The main objective of this study is to establish the impact of project controls towards project success in a selected organisation in the events industry in Cape Town. Every aspect of our lives revolves around project management. We plan and execute aspects of our lives in seasons and milestones. We achieve some of the things we want and some we do not, some things we alter and some we cancel. To some extent, we have learnt that some things around us and about us humans we have no control over. In the field of project management, great emphasis is put on the success of project delivery and the management of the project. Up to date measures and methods that aid in managing and completing a project have been put to assist project managers to successfully carry out the necessary activities to complete the project. Where there is failure there also is and/or was failure. This research seeks to understand how a project would fail even under well capable hands of an experienced project manager, with enough resources, tools and project controls. It is not always the case that projects succeed, even though the project control would be carefully implemented and monitored there are still issues and events which may arise and derail the possible success completion. Also, a project can be completed successfully and can be deemed as a not successful project. This research will find ways that can ensure that a project will be successful or what criteria approves a project completion as being successful.

ACKNOWLEDGEMENT

I wish to thank:

- The almighty Jesus Christ for without Him I would not have been able to complete this work.
- My friends, family and my spiritual family at large for their never-ending encouragement, prayer and motivation.
- To the organisation that had opened and allowed me to use them for this research, I truly am humbled and will forever appreciate your helping hand.
- My supervisor Mr Fore, Thank you, a lot!

DEDICATION

I dedicate this dissertation to my late father Michael Sidlayiya, my daughter Olona Sidlayiya and Irvin Y.G.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

In project management significant emphasis is placed on the success of project execution processes for effective project management. Project management is the practice of putting an idea on paper, with specific sets of achievable and measurable deliverables specified as budgets, quality and time. To achieve these goals effectively and efficiently, there is a need for specific sets of competencies and skills (Bricknell, 2012:3). Measures and methods that aid in managing and completing a project are implemented to assist project managers to successfully carry out the necessary activities to complete the project. Golini, Landoni & Kalchschmidt (2018:145-154) identified the Logical Framework Method (LFM), a typical technique/tool that is frequently used to help with controlling the flow of project activities based on goal, purpose, input and output. Other tools that can be used to effectively execute the project activities are the Work Breakdown Structure (WBS) and Earned Value Management (EVM). These tools are used extensively in the controlling of the execution of the project, the task flow and management of funds for these tasks.

Projects get closed, not necessarily because they have been completed (Zohrehvandia, Khalilzadeha, Hajizadehb, and Cheraghia, 2017:274). Reasons may include but are not limited to; project is no longer needed, project has failed, or the scope has changed. Every aspect of our lives revolves around project management. We plan and execute aspects of our lives in seasons and milestones. We achieve some of the things we want and some we do not, some things we alter and some we cancel. To some extent, we have learnt that with some things we have no control.

Project control is applied throughout the project's life to ensure every aspect of the scope is covered and the desired outcomes will be achieved as the requirements of project sponsor. It is argued by Morgan, Brown, Lennard, Anderton, Barrett, Eriksson, Fidock, Hamrén, Johnson, March, Matcham, Mettetal, Nicholls, Platz, Rees, Snowden, & Pangalos, (2018:170) that if a project is not properly controlled it will fail/increases chances of failure, also possibly completing the project but not successfully. Project management is not limited to one or a specific industry, it is flexible and can be applied to any project in all industries, even on operational tasks. The processes which are used and followed to complete a project may be the same, however how they are carried out may differ from one project to the other, and from one industry to the other. In this research, focus is placed on the events industry, particularly those in Cape Town.

The point of applying project management to projects is to accomplish the project scope and to succeed in the set criteria and the objectives of the project. It becomes a problem when there is a chance of completing the task after careful implementation of control measures but not succeeding at it. This study will assist in exploring that possibility and determining how and in which instances this happens.

1.2 Problem statement

There are many ways to define project implementation success. Drawing from Perrier, Benbrahim and Pellerin (2018), Rogers (2019:28) and Baccarini (1999:75) it can be argued that there is a dilemma of not having consensus about project implementation success. The problem manifests where there are no specific project implementation success criteria to follow. What one project owner/sponsor prefers, will not be the same as that of the other. This dissertation attempts to explore the factors influencing project implementation success.

1.3 Rationale and significance of the study

Being responsible for a project is of importance for the organisation and for the project manager. Referrals and new jobs are presented to a project manager on how they had acquired the outcomes of the projects they worked on. This study, if published as an academic paper, will help students prepare themselves for the working environment, to understand the importance of success so that they can equip themselves with the understanding and skills for their future jobs. With the aid of this paper, a chapter can be added to modify a textbook and release an edited version which can be added to the current syllabus and curriculum. Project managers will bridge the gap between project completion and project success better than they previously did, by applying the recommendations of this paper. Also, the increase in the number of projects being completed though not having served the scope is problematic to the project management industry as it makes the project management practice incompetent.

1.4 Aim and objectives of the study

The intention of the study is to highlight areas and reasons for projects being unsuccessful after control is applied, to eventually decrease the rate of projects being successfully completed but not rendered successful. The Standish Group's CHAOS Report, compiled from a number of 8380 information system applications under development, from a survey of 365 companies were categorised as per the following: Resolution 1, 2 and 3 and they represented Project success, these are the projects budget, time and constraints all having being achieved;

Project challenged, projects were completed but not having met the financial, time and scope constraints; and Project failed/impaired, termination by cancelling or abandonment. The Resolutions have the following percentages: 16.2%, 52.7% and 31.1% respectively (Standish Group's CHAOS Report, 1994:2). Using this report alone shows that over 50% of these projects are not successful, they were merely completed.

1.5 Research objectives

The main objective is to explore ways of ensuring the anticipated project success is achieved through project control. The sub objectives are:

- To promote project success as part of customer/client satisfaction criteria.
- To identify tools of project control considered most critical in the project execution practice in the events management industry.
- To identify how project control measures increase probabilities of project success.

Research Questions

1. How can Customer satisfaction be used to ensure your project control is effective?
2. What warrants a good project control management method/tool in the events industry?
3. How can project control boost the probabilities of project success?

1.6 Underpinning conceptual and theoretical framework

In project control management it is understood and accepted that an output is reliant on an input and process (PMBok, 2017:167). The problem identified in this research is the failing of projects where control has been applied. The theoretical framework for this research is Project control and Project success. Steyn, (2012:153) argues that planning must be supplemented by control for the project to be successful. Young (2016:7) assert that the success of control is benchmarked over quality, time and cost, however the success of the project refers to certain objectives.

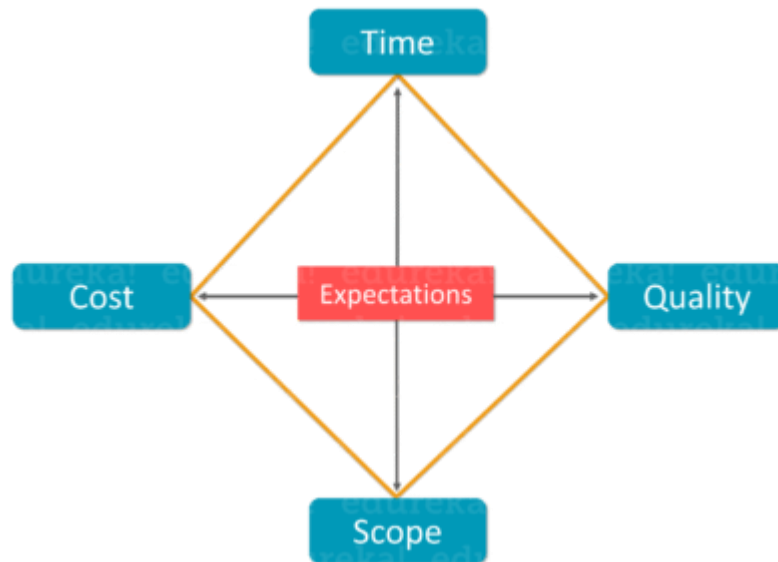


Figure 1.1: Three constraint triangle
(Younge, 2016:7)

The logical framework method according to Baccarini (1992:75) as cited by Aljawarneh, (2020:57-73) is used to define success, while it also serves as a control tool. One of the many KPIs to determine project success is customer/client satisfaction, which is controlled by tasks, conduct and the output of the project. Project management focuses more on the actual project and the execution of the project. For example, a housing project was carried out for houses to be awarded to social grant recipients, however, upon successful completion of the project it was seen that there was no need for them as they would not serve the purpose they were intended for. The framework focuses on both, the project and the receiving of the project.

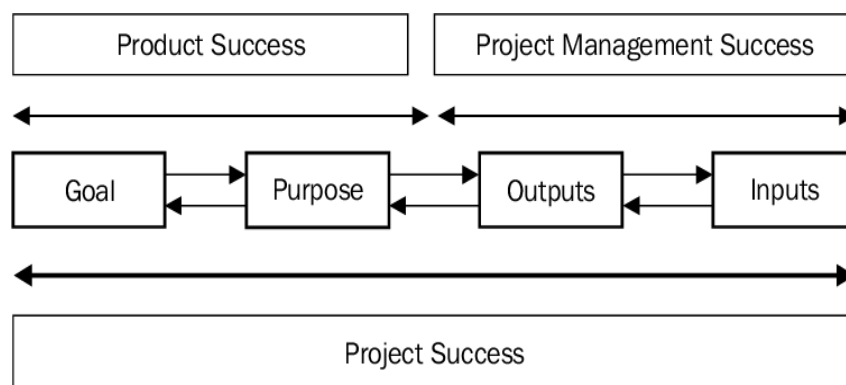


Figure 1.2: Project success VS Project management success
(Afzal, Khan and Mujtaba, 2018:142-154)

1.7 Literature review

Control in projects is vital and the topic project control has been discussed and visited by scholars to gain insight on this concept and to find ways to make it more efficient in project management. Likewise, although the topic project success has often been mistaken for completing a project, there are scholars who have managed to help in getting more insight on the terms and their meanings, and how much impact they give to the overall service of project management. Steyn, et al. (2012:153) argues that although planning is crucial, it is not enough to ensure success, it must be accompanied by control. Once the project activities consume, control must take place as a form of day-to-day activities conjoined to those of the planning. Project control is then identified as the work managers perform to ensure that the project team adheres to an approved plan (Steyn, et al., 2012:154).

Based on the definition of project management as “the process of controlling the achievement of project objectives through a collection of tools and techniques” (Young, 2016:7), the success of management is determined “in a measurable way over time, cost and quality; while a successful project refers to the achievement of a specific objective” (Clark, 2019:13). In identifying factors that contribute to success, the organisation’s competitiveness partly depends on the success of its projects. Project success is the closure of a project within scope, time, cost, quality, resources, and risk as agreed between project managers and top management. The first studies about project success considered the ‘iron triangle’, which includes factors related to project conclusion on time, on budget, and according to quality specifications as a measure of project success (Pinto & Slevin, 1987; Heldman, 2011; Dos Santos, 2019). The authors are almost never in consensus with regards to their findings and their methods. Heldman (2011) has an “iron triangle” which has the dimensions; time budget and quality specifications. Meanwhile, Steyn, et al. (2012:152) refer to time budget and scope. However, quality is made to be the centre of the 3, conjoined and maintained throughout the project, rather than a criteria on its own.

Bricknell, et al. (2011:6) explains the three constraints as follows; scope, the work to be done on the project and the unique product, service and/or result anticipated from the project; time, the overall time/period of the project, the schedule, lastly; cost, the amounts and cost which will be spent on the execution and everything pertaining the project, the budget. They further advise that change to one constraint affects the other two constraints and that success of project management and that of the customer satisfaction lies on meeting the goals outlined by the constraints.

Controlling is comparing actual performance with planned performance, analysing variances, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate corrective action as needed. The key benefit of this Process Group is that project performance is measured and analysed at regular intervals, appropriate events, or when exception conditions occur in order to identify and correct variances from the project management plan (PMBok, 2017:613).

The Logical Framework Method, according to Baccarini (1999:25) cited by Pace (2019:56), can be used for defining project success. It also serves as a project control tool to ensure completing the project and it being successful. In events management, the scope of the event makes up as a visual detailed plan of the actual project which is to be executed. It is paramount to understand the volume of work that has to be done in order for the event to be executed. Without careful consideration of the scope of the event, it is impossible for the event manager to plan for the event, in addition to controlling the changes that will take place after the planning is complete.

To successfully plan for the coordination of tasks for the event, the Work Breakdown Structure is used. The WBS allows you to segregate by departments and levels, all the activities collectively, that are responsible for the plan being executed into action (O'Toole, 2018:2). It helps the project manager to track the progress of the project, to keep track of who is in charge of certain tasks, gives a flow of the overall project and tasks of the project, makes it easy to explain to the stakeholders and anyone working on the project or affected by the project. We are aware that projects fail, but why should they when we have control measures and we were advised that if we use and follow, projects will not fail? The Standish Group has been compiling a report called project CHAOS, predicting the number of projects failing in future and the latest report was compiled in 2015 (The Standish Group, 2015:1).

In all projects regardless of the methodology used to develop them, there are sponsors and managers who need to know some main variables such as time, costs, resources, scope, which help to determine the status of the project and to align it with the organizational strategy, but specifically in many IT projects, these items are not taken into account to control the work to be assigned to team members, since it is the development team who estimate and acquire the commitment to acquire according to their capacity (Clark 2019:7).

The beginning of control in a project is at the planning stage. If the planning is not properly executed, there is missing information and it is possible that during the control phase of the project it will not be carried out effectively. Discenza and Forman (2007) and Kerzner (2013:56) maintain "Have a consistent methodology for planning and executing projects. There should be a detailed plan developed before any release date of a project is announced. Inadequate planning is one of the major reasons why projects spin out of control."

In which instance is a project completed but not rendered successful? The Standish Group had noticed that, even when the three constraints have been achieved successfully, the customer may not be satisfied (The Standish Group, 2015:2). This statement is addressing two points, the reason why a completed project is not successful, and why a project could potentially fail, with emphasis on the three constraints. Does that mean that if a project and its three constraints are properly controlled and achieved, and the customer/client is satisfied with the overall project, the project was successful? The success of a project can be a consequent from the viewpoint of the project itself or what it was intended or predicted to accomplish, conditional to the interests of the stakeholders, which can vary based on the magnitude of the project and/or the number of stakeholders (Young, 2016:8).

1.8 Definition of key concepts

Project control – the collecting and combining of data, data administration and systematic processes used to predict, realise and practically sway the time and cost endings of a project through the communication of information in formats that assist effective control administration and decision making (PMBok, 2017:105).

Project success – Project success is indomitable on closeout against key project design structures such as the time and financial constraints and some enactment anticipation such as completing all planned stages and activities (McGrath and Whitty, 2020:188-215).

Project success criteria – the measurable terms by which we review the efficacious outcome of a project; these are reliant variables which qualify project success (McGrath and Whitty, 2020:188-215).

Organisation – A group of people who form a business, club, etc. together in order to achieve a particular aim (Advanced Learner's Dictionary, 2000).

Institution – A large important organisation that has a particular purpose (Advanced Learner's Dictionary, 2000).

Project – A unique set of co-ordinated tasks, with clear beginning and final points, carried out by an individual or an organisation to meet specific enactment objectives within demarcated schedule, budget and performance parameters (Bricknell, 2012:3).

Project Management – The discipline of initiating, planning, executing, controlling and closing the work of a group to attain precise objectives and meet precise success criteria (PMBok, 2017: 6).

1.9 Research paradigm

The researcher used the positivist paradigm. French philosopher, Comte (1856) cited by McChesney and Aldridge, (2019:226) explains that this paradigm defines a worldview to research, which is grounded in what is known in research methods as the scientific method of investigation. In the positivist paradigm “the experimentation, observation and reason based on experience ought to be the bases for understanding” (Kivunja and Kuyini, 2017:26-41). This paradigm is relevant because this research is based on projects and events that have already taken place, and upon those experiences, findings will be gathered which will enable the research to be completed and reach conclusion.

1.10 Research approach

The approach which quantitative was used in this study. The quantitative research method assisted with carrying out the investigation by means of questionnaires and a case study. This study was compiled based on projects which have taken place from a selected organisation. With the aid of this method, the study will explore trends, thoughts and opinions of the projects that have already been completed. It will provide insights to the problem identified (Hammarberg et al., 2016). The study will use a questionnaire to collect the data in a selected organisation.

1.11 Research design

This study will use the explanatory research design. This design method explores the reasons behind occurrences when limited information is of disposal to help understand how certain phenomenon takes place. It increases understating on methodologies and topics and can predict future occurrences. This design will aid this research in establishing a relationship between the cause and effect of a situation. It observes the influence caused by Project control on Project success (George, 2021:1).

1.12 Demarcation/delimitation of study

The data will be collected in Cape Town, South Africa from project managers in the events industry. As the research approach suggests, due to ease of access and convenience, the country and organisation were selected.

1.13 Research methods/processes

Population is a study of entities, units or people that are applicable to the research (Zhao, 2013:529). The population is 200 people. In the literature review all industries will be discussed and considered however, when data is collected focus will be on the events industry because the organisation in this research is an events management organisation.

1.14 Sample method and size

A sample is a portion of the target population that the researcher plans to study to make generalisations about the population (Mason and August, 2010: 6). Random sampling is selection purely by chance (Bhardwaj, 2019:159). Convenience sampling is selecting members of the sample based on their availability to and accessibility to the researcher. No further requirements are needed to come to the selection criteria (Bhardwaj, 2019:161). This paper will use the convenience sampling method of collecting data due to the closeness and availability to the researcher. Participants are selected as per their availability and having agreed to participate in the study. In the random sampling method, each sample has the same probability as any other sample chosen to represent the overall population.

In mixed sampling (convenience and random) outcomes are predisposed to significant bias, the responses and opinions of the volunteers solely represent the volunteers, sampling is not dependent on sexual orientation, age, and religion and so forth. Representatives are selected based on their availability, randomly without preference. Participants in this study were currently affected by project control within an event project. The following criteria was used to select the sample from the population:

- Each participant must be within or directly influenced by an event project practitioner.
- Participants from different levels with the project was selected; and
- The availability of members to participate was also a consideration.

The sample consists of project managers (25), entrepreneurs (1) and events coordinators (74), of which the sample size is $\frac{1}{2}$ of the population.

1.15 Data collection instruments

1.15.1 Questionnaire

A questionnaire is a research tool comprising of a sequence of questions for the determination of collecting information through survey or statistical study (Anumm, 2017). It helps the researcher to understand how the respondent relates to the data in the questionnaire, their experience of it and how they are affected or handle what is being mentioned and said in the questionnaire. The study chose this instrument as it seeks to find the numbers to generalise in terms of quantifying and the opinions expressed then form the qualitative data (Anumm, 2017).

1.16 Data collection/fieldwork

Where applicable, the findings of the survey shall be vulnerable to excision before packaged and categorised for purposes of data taking. Data will be imported to a Microsoft Excel, attention and observation will be paid to the rate of repetition, and diagrams will be constructed to evaluate connections of the variables of the survey and study.

1.17 Data coding and analysis

Coding of data brings up to the process of converting composed information or annotations to a set of expressive, unified categories. The coding process is flexible, the way data is collected and stored is influenced by the researcher's interpretation of the paradigm and sees knowledge as a product of interaction, the data coding supports an episteme of philosophical engagement and personal preference which describes the researcher and how data is collected.

All the responses from the questionnaire survey will be considered and the questionnaires that are incomplete will be discarded. The method of coding to be used is deductive coding. It is a top-down approach that starts with creating a codebook with an initial set of codes. The set of codes is based either on the research questions, existing research framework or theory. This will help the researcher analyse and code the survey findings. The tool to be used is Microsoft Excel, for its simplicity and being easily accessible to the researcher (Clarke and Braun, 2013).

1.18 Ethical consideration

Ethical consideration is when an author must report ethical considerations of their report (Connelly, 2014). Ethical clearance was provided from the Institution's ethical clearance committee at Cape Peninsula University of Technology. All individuals participating in providing data will be informed of the purposes of the research. Their permission in participating and

contributing to this research will be requested and when distributing the questionnaire, they will sign consent. Should they need to be excused from the overall process they can, as it is not a binding contract. In the case of anonymity, the name of the organisation will not be used. Furthermore, should the participants not want their names revealed, that is also acceptable.

1.19 Outline of the dissertation

This mini dissertation will be divided into five chapters.

Chapter 1: Proposal (Introduction) – Covering the introduction of the paper, a brief overview on the topic is provided to assist in understanding the main areas that will be discussed throughout the research.

Chapter 2: Literature review - Comprehensive discussion of other literature who have covered topics similar to this research and those that may add value and insight to this research.

Chapter 3: Research design – the research methodology used and applied in the dissertation.

Chapter 4: Data collection and analysis – field work and analysis.

Chapter 5: Conclusions and recommendations – Interpretations of definitions and data and recommendations.

1.20 Research plan

Table 1.1: Research plan

	START DATE	END DATE	DURATION
Topic delivery	Completed	Completed	Completed
Topic conceptualization	Completed	Completed	Completed
Preliminary Research	Completed	Completed	Completed
Research Proposal	Completed	Completed	Completed
Chapter 1: Introduction	Completed	Completed	Completed
Chapter 2: Literature review	Completed	Completed	Completed
Chapter 3: Research design	Completed	Completed	Completed
Chapter 4: Data collection and analysis	Awaiting Ethics	Awaiting Ethics	Awaiting Ethics
Chapter 5: Conclusions and recommendations	May	May	4 weeks

1.21 Limitations of the research

Limits include time spent working on the research, finances and correspondence to the respondents. The research used one organisation for case study purposes. The organisation does not filter all other organisations into its way of conduct, what affects them and how they do things. This means that this organisation's opinions represent them as the organisation and not all other organisations.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The first chapter of the dissertation provided an overview of the overall research. It introduced the topic of the dissertation and offered an overview of the main areas of this research. It further enabled an understanding on this topic and direction the study will take. This chapter presents literature that will be reviewed to understand the impact of project control on project success in industry. A literature review is an analysis of scholarly articles, sources, books and journals on a precise subject matter. It makes available a synopsis of the latest knowledge on that respective subject matter, permitting the study to detect relevant philosophies, ways and means, and gaps in the existing research. It allows the researcher to critically analyse the information gathered as well as see gaps within the research, to determine what more can be done on the topic (Snyder, 2019:333). The topic of this dissertation is 'The impact of project control on project success in the events industry in Cape Town' and implies that there is a significant role played by project control on project success. This chapter will discuss and explore topics and literature relating to the topic under study and the different authors' views and opinions on this topic.

2.2 Project management

Project management can be labelled as planning, organising, leading and controlling. It is whereby tools, skills, techniques, systems, resources and many more, are employed, together with knowledge, to complete activities that meet the requirements of the project, to put the project together (Lloyd and Aho, 2020:11).

- Planning – an orderly route of making decisions about the project's goals and activities. To take decisions about the direction of a project, the planning phase must begin with analysing the vision. Without clear understanding of the vision, the project manager will not be able to plan for the direction the project should pursue in the future (Lloyd and Aho, 2020:11).
- Organising – the process of assembling and assigning tasks, duties and responsibilities and the physical, systematic, human, financial, technological resources the project execution will need to complete the project (Lloyd and Aho, 2020:12).
- Leading – the stimulation of performance by the members of the organisation, getting team members to be on board with the plan and running with it (Lloyd and Aho, 2020:13).

- Controlling – installing processes to guide the team and monitor performance towards the project goals and making changes to the plan as need arise (Lloyd and Aho, 2020:13).

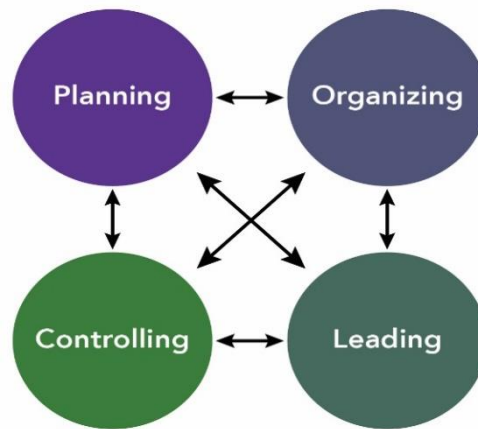


Figure 2.1: Four functions of project management
(Barbalho, da Silva and de Toledo, 2017:19-31)

2.2.1 Project

If then that is the management of a project, what is a project? Lake (1997) cited by Bahadur (2020) defines a project as, “a series of activities and resources aimed at achieving a certain output, considering constraints like time, quality and cost and which often introduces a change”. Characteristics of a project include it being:

- Temporary – a project must have a defined start and a defined finish time.
- Unique – the product and/or service must be unique, it must have features, the reason why the project is being carried out, the end goal.
- SMART- the project should have specifications, be measurable, be attainable, be realistic and be time-bound.
- Phases – a project is a big task that is also a collective and combination of tasks.

2.2.2 Project life cycle

In project management, there is a life cycle that helps to determine the progress of the project and it makes it easier for the project manager to successfully manage the project from beginning to end. There are either four or five stages of the cycle, namely; initiation, planning, execution, monitoring and control and lastly closure (Bricknell et al., 2012:8). CCMI (2018) states that the project life cycle should be made up of phases defined according to the scope

of the requirements, the project resources estimates and the project's nature. In this research, the five-stage cycle will be assumed. The monitoring and control is the biggest phase in the project and thus has more impact on the success and failure of the project.

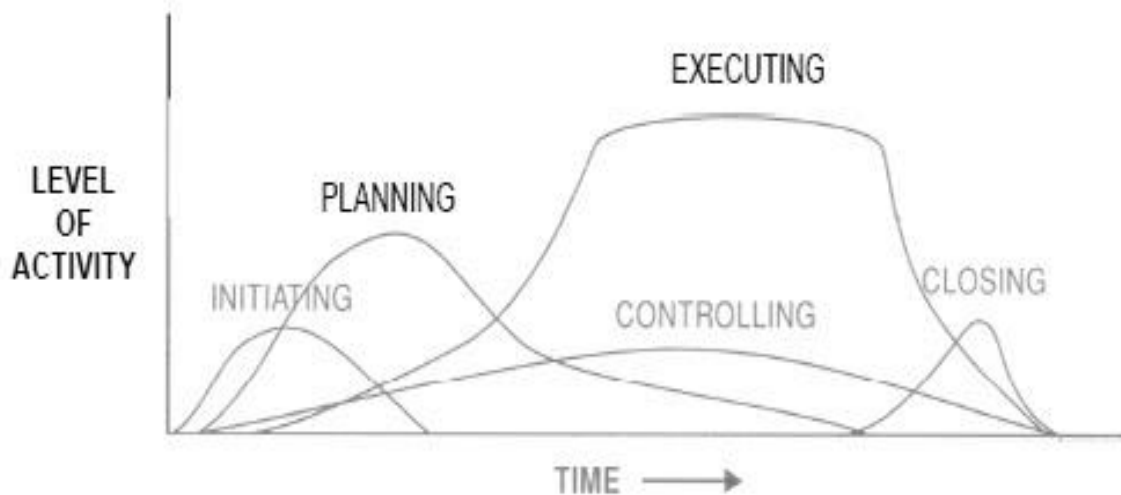


Figure 2.2: Project life cycle

(Kordi, Belayutham and Che Ibrahim, 2021:513-532)

- Initiation – the project is being proposed at this stage. This is when the client/customer approaches the organisation/project manager to accept their request to run the project on their behalf. This is when the customer/client may express explicitly their requests and demands pertaining the project, then both the organisation/project manager and customer/client agree on the scope of work, what and what not to come out as a result of the project.
- Planning – all stages of the project are planned here. The agreed scope is widened into more thorough detailed tasks and deliverables.
- Execution – the plan must come to action.
- Controlling – all that has been discussed and approved, which is also running in execution stage, in this stage it is closely monitored and supervised, steered in the direction of the needs and demands of the customer.
- Closing – the project has come to an end. The hand over must be done, and lessons learned restored accordingly. All tools and resources are returned, report breakdown of what was done is compiled, what was used and how to improve for future projects is detailed.

2.3 Events management

There is no one definition when it comes to events management. Berridge (2012:274) says events management is the conveyance of experiences, meanwhile, Getz and Page (2016:8) argue that an event that has been planned is almost an experience planned and Smith (2014:29) believe experience to being an intrinsic process that happens within the individual who receives the experience.

2.3.1 Events

Events are defined as particular formalities, exhibition, concerts or festivities that are consciously planned or fashioned to dent exceptional occasions or attain particular social, cultural or corporate goals and objectives. It is safe to conclude that, events management would be completing all necessary activities that ensure these exhibitions, festivities and occasions come to life to fulfil their cultural, social, governmental, or corporate objectives and needs. The events manager is the one that steers the ship (Allen et al., 2005:11; Biaett and Richards 2020:277).

An event is actually a project. There are many types of projects like construction, IT, and so on, an event is one of them. The same procedure and methodology applied in other projects has to be applied to the event. The difference applies based on the field in which the methodology of project management is being applied into, such as tourism, architecture or engineering. The field affects the end product but the methodology controls how the activities, systems and resources bring about the completion of the project (Bricknell et al., 2012:12-193).

The events management life cycle phases, according to the EMBoK international model, are similar to the cycle of project management. Similar to the PM five-phase life cycle, the EM life cycle has the following phases: initiation, planning, implementation, events and closure. This research will assume the PM life cycle as a diagram for both PM and EM. After all, an event is handled as a project in the PM world (Bowdon, Allen, Harris and O'Toole, 2012:3). Tools and techniques have different definitions depending on their use. For instance, it is tangible and does not form part of the material you use to create an object, it assists in the creation process (Dlulisa, 2020:27). While Qehaja et al. (2017:585) defines them as technology, framework, models, methods or approaches that facilitate work, you cannot touch these by hand, they are knowledge. In this research the following tools were considered to add more value to the control process; customer satisfaction, three constraints structure, communication, checklist and EVM (Earned Value Management).

2.4 What is Project Control?

Project control is the exertion of the project manager to align and direct all tasks completed by anyone concerned and responsible to project tasks towards the approved project plan and expected outcomes (Steyn, et al., 2012:154). The control aspect of the project begins concurrently with the planning of the project and the control part stretches until the last phase of the cycle (Bowdon, Allen, Harris and O’Toole, 2016:2). What is being monitored and controlled is the change that comes with the execution of the project, change before the project, during its execution, and until completion. Change comes with risks and opportunities. For example, the colour blue remains blue, after the project, it is green. This is change. When change occurs, at times, the plan derails and needs to be fixed. This is where a contingency plan comes in. It must be communicated with the customer/client and risks and opportunities must be shared accordingly. A risk is an effect that comes along with hazardous consequences to a project. An opportunity is a set of circumstances that make possible a positive impact to the project. Project control then attempts to weigh and categorise these risks and opportunities, then shares them amongst the team and stakeholders.

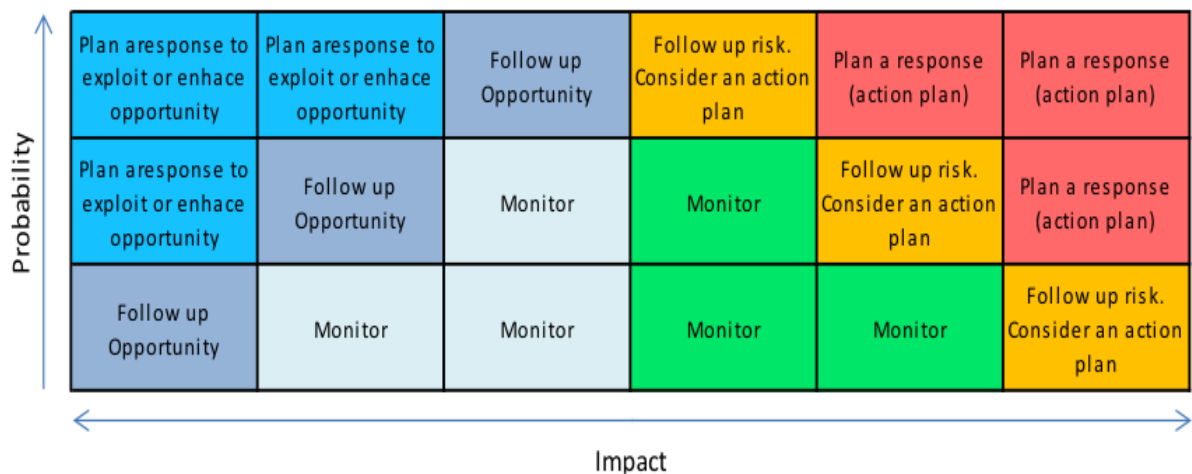


Figure 2.3: Risk analysis matrix

(Oz, Mete, Serin and Gul, 2019:1615-1632)

The risks are categorised from high to low in terms of probability, the chances of occurrence and impact, and how much of a consequence they will be. The matrix shifts left to right, showing the degree of the impact, then moving from upwards going down, showing the probability of the risk (Refer to Figure: 2.3). The centre of the matrix is a safe ground, 50-50 chances and impact, it is best to monitor and to keep under watch. Moving from the top left to the bottom centre, there is more chance of the opportunity happening, you might want to take this

opportunity so that you are at a gain. From the top left to the bottom left, the chances of the opportunity taking place decrease gradually, it is best to monitor and follow up.

From the middle part of the matrix to the top right, the risk is highly likely to take place and one might need to assign this risk to an outsourced organisation as it poses a great loss to the project manager and customer. Top right to bottom right, this risk is not highly likely to take place however, the impact is far too great to ignore. This should be monitored closely.

Project control is the comparison between what was planned on paper versus what change is taking place forming the end result of the project (PMBok, 2017:613). For each plan drafted for the execution and controlling of the project, there should be a checklist. A checklist allows the project manager and all relevant stakeholders to be able to see progress of the execution of the project, to be able to anticipate milestones of the project, to determine if and where contingencies should be applied in order to be compliant of the scope and time length of the project.

2.5 Milestones

Milestones are points which have been fixed upon in the project timeline scale, having conditions attached by the customer. Milestones do not dismiss the overall objectives of the project, but only pays attention to the achievements of the smaller goals having been reached. The project manager can use this to show to the customer commitment towards the completion of the project. This is where all tools assumed in this research come into use.

It is essential to prioritise communication to the stakeholders and communicate effectively. It is also important to monitor if the scope is being adhered to and to check that the progress is not late or early but rather on time. In addition, it is important to check the resources needed for activities on that milestone; and also, to monitor if everything is on budget. This is communicated to the customer, who will advise if they are satisfied on the progress or if they have concerns and this would be the best time to address them (Burghate, 2018:453-461).

ACQUISITION MILESTONE SCHEDULE TEMPLATE

ID	MILESTONE DESCRIPTION	PALT No. of Days	PROJECTED COMPLETION DATE	ACTUAL COMPLETION DATE	N/A	COMMENTS
1	Complete Market Research	1	00/00/0000	00/00/0000		
2	Define Statement of Work and Objectives	1	00/00/0000	00/00/0000		
3	Complete Business Review	1	00/00/0000	00/00/0000		
4	Complete IT Business Review	1	00/00/0000	00/00/0000		
5	Receive Requisition Package	1	00/00/0000	00/00/0000		
6	Brief Review Boards	1	00/00/0000	00/00/0000		
7	Issue Information Technology Investment Authority	1	00/00/0000	00/00/0000		
8	Approve Acquisition Plan and Source Selection Plan	1	00/00/0000	00/00/0000		
9	Make a Public Announcement	1	00/00/0000	00/00/0000		
10	Complete Solicitation Reviews	1	00/00/0000	00/00/0000		
11	Issue of Solicitation	1	00/00/0000	00/00/0000		
12	Hold Pre-Proposal Conference and Visit Site	1	00/00/0000	00/00/0000		
13	Receive Receipt of Offers	1	00/00/0000	00/00/0000		
14	Complete Proposal Evaluation	1	00/00/0000	00/00/0000		
15	Complete Audit Reporting and Evaluation	1	00/00/0000	00/00/0000		
16	Complete Pre-negotiation Memorandum	1	00/00/0000	00/00/0000		
17	Complete Competitive Range Determination	1	00/00/0000	00/00/0000		
18	Conduct Benchmark Tests	1	00/00/0000	00/00/0000		
19	Negotiate with Offerors Complete	1	00/00/0000	00/00/0000		
20	Receive Final Proposal Revisions	1	00/00/0000	00/00/0000		
21	Complete Final Proposal Evaluations	1	00/00/0000	00/00/0000		
22	Complete Source Selection Decision	1	00/00/0000	00/00/0000		
23	Complete Post Negotiation Memorandum	1	00/00/0000	00/00/0000		
24	Complete EEO Compliance Review	1	00/00/0000	00/00/0000		
25	Approve Subcontracting Plan	1	00/00/0000	00/00/0000		
26	Complete Contract Reviews	1	00/00/0000	00/00/0000		
27	Award Contract	1	00/00/0000	00/00/0000		
28	Post Public Announcement	1	00/00/0000	00/00/0000		
TOTAL PALT		28				

Figure 2.4: Milestones
(Burghate, 2018:453-461)

2.6 Project Success Factors

They are defined as variables which can be manipulated to influence success in a project (Muller and Turner, 2007) meanwhile, the criteria judges the outcome (Gordian, Ojiako, Hamdan and Bashir, 2021:910). Success factors go back since the year 1987 where Pinto and Slevin (1987) identified ten factors and created a framework using them. This was completed by creating a Likert scale tool having 10 items, one for each success factor. A survey was completed to determine which success factors were the most critical of the chosen 10. Six were selected; project team commitment, contractors' competencies, risk and liability

assessment, clients' competencies, end users' needs, and lastly the constraints enforced by the end user. Out of the six, project team commitment, clients' competencies and contractors' competency were the three that formed the framework for project success for the project known as D&B construction (Gordian, Ojiako, Hamdan and Bashir, 2021:911).

Table 2.1: Success factors

(Frere, Mahmoud, Haleema and Almamlook, 2018:1-6)

SUCCESS FACTORS	
Effective project team formation	Established budget and monitoring
Effective communication	Client's consultation and involvement
Support from top management	Clear and detailed procurement process
Allocation of sufficient resources	Project risk management
Clearly defined goals and objectives	Project plans and schedules
Level of technology	Frequent progress meetings
Financial stability and adequate funding	Commitment to the project
Project manager's competence	Commitment to the project
Project monitoring and feedback	Well-defined technical specifications
Motivation and incentives	Effective quality assurance program

Success factors pave the way for success in projects. They can be tools that assist in ensuring that the anticipated goal is achieved. Success factors can be similar from project to project because they do not necessarily judge the success of the project, but they assist in ensuring that success is achieved. They do not form part of the criteria; they can be used to determine the criteria.

2.7 Project success

Project management is a methodology and is a way of pursuing tasks and things. It is a system that if applied correctly, should yield results as per the expectation. The project management methodology has proven to be a success and brought much needed change in the way things were carried out. Projects now have an increase in completion and success rates, especially considering that the methodology is flexible to be applied in organisational tasks, operational tasks and projects in general. PM has been around since the 1900's, however, it might not have been referred to as PM as it is now known (Haughey, 2021).



Figure 2.5: Project management success vs Project success
 (Afzal, Khan and Mujtaba, 2018:142-154)

Unlike the success of project management, which refers to the success of the methodology and how the method was carried out, project success refers to the success of the project and its delivery, the service and/or product (Baccarini, 1999:25-32; Shokri-Ghasabeh and Chabok, 2009:457; Kušljčić and Marenjak 2013:949). Previously the success of the project rested on the three constraints structure. As long as the project was completed on time, on the agreed budget and met its scope requirements, the project was successful. However, as the definition of project success was debated, there was a need to review the criteria of success. This was because it was identified that even though the project met these constraints, it did not guarantee the anticipated success. This is why currently there are many definitions of project success (Krakri, 2020:1).

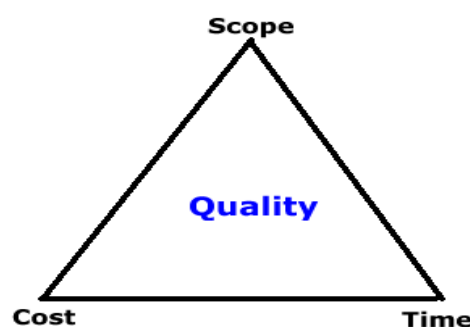


Figure 2.6: Project management three constraints structure
 (Taofeeq, Adeleke and Hassan, 2019:1222-1238)

The constraints on the project are tied together to a point that changes made to one constraint, effect the other two. The South African FIFA World cup was a project where ‘time’ was a major constraint out of the three. The constructions and renovations of the stadiums had to be

completed before the year 2010. Even though the budget had been drawn, changes had to be made to it constantly to meet the deadline. This meant that resources needed to be added and the budget increased because time was one constraint which remained unchanged. This then meant that the criteria of the success of the project was dependent on time more than anything else. If they met the time constraint, regardless of how much the scope had shifted or how much was spent, the project was deemed a success based on the fact that the facilities had been completed in time for the start of the game and were ready for use. Now that the three constraints do not define the success of the project what then would be the criteria of success?

There are many ways to measure success. Westland (2015) listed five subjects that make up his criteria, Schedule Baseline, Quality Assurance, Project Budget, Stakeholder Satisfaction and Performance to Business case. Project Practical (2021), a management and career blog, also suggest a criterion for success; scope, schedule, quality, budget and customer satisfaction. As previously mentioned, the criteria of success for each project will differ based on the nature of the project.

2.8 Customer satisfaction

Customer satisfaction remains one simple topic, yet it is so diverse. It is diverse because the criteria to determine it resides on the client and the type of project. This is not necessarily influenced by the magnitude of the project, how much it will bring in revenue/profit, it relies on 'why' the project is being executed. For example, the satisfaction of a completion of a wedding with its festivities, will not be the same satisfaction that comes with having a house completed, it is similar, yet not the same. The first can almost be defined as a do or die, it is a one-day event (depending on the period of the festivities) that when the day has ended, there is no chance to go over and correct. The latter can be amended during the handover stage, sometimes even after the handover stage the project can be deemed completed and closed (Freeman and Beale, 1992:8).

As an organisation, once you achieve customer satisfaction, you can safely assume that your service and/or product has been conceived as reliable. If that is the case, then it means the loyalty of the customers to the organisation is increased as this is now the organisation they trust with their money and time. If you have been given good service you will want to tell anyone who has similar needs to also use that organisation. When the number of customers increase, especially loyal customers, the organisation generates revenue increasingly throughout its existence. Also, the organisation will be able to forecast revenue, cater financially for many projects at once, and possibly make even more revenue (TW Blog, 2022).



Figure 2.7: Benefits of customer service
(Turner and Ledwith, 2018:475-493)

Therefore, it is important that project managers tailor make customer satisfaction according to the customer wants, needs and preferences, as well as the project in question. What works for one customer, does not necessarily work for the other. The criteria for project success is reliant on variables that measure the successful result of the project, the elements are autonomous, and they expedite the likelihood of success (Lamprou and Vagiona, 2018:276). It is easy to make a mistake of assuming that project management success equals project success. The first is determined based on fundamental success criteria/restriction based on project management principles, while the latter refers to the overall achievement of the goals and objectives of the project. With project management success, the satisfaction would have shifted to the organisation and the project manager, while with the success of the project, the satisfaction lies with the experience of the end user, sponsor or customer/client (De Wit, 1998:165; Lamprou and Vagiona, 2018:277).

There are countless reasons for a project failing or succeeding. This research focuses on customer satisfaction. A customer/client is a stakeholder, and the project is carried out as per their needs, convenience and affordability. The scope is centred around their goal and desired outcomes. Project scope is the function of a product, and/ or the scope of work needed to complete a project. Scope involves getting information required to start a project and completing it. It gives direction on how the outcomes of the project can meet the stakeholders' requirements (Fageha and Aibinu, 2013; TW Blog, 2022). Therefore, scope includes, but is not limited to customer satisfaction.

Customer satisfaction can be determined by the product/service, the connection created on a personal level in the industrial markets and the customers'/client's social bond with the project manager or managing organisation. The service and product are interconnected, the service part includes the start and end times of the project and all phases of the project, whilst the product is the end result outlined in the contractual agreement (Haverila and Fehr, 2016:570). The theory behind customer satisfaction resonates amenability with the requirements to ensure that the project produces the intended output (Haverila and Fehr, 2016:570). Customer satisfaction forms part of the quality management attributes in project management. Lim (2021) completed a statistical survey on project failure and their causes on three major companies on an international scale. Out of a total rating of 100%, for all the companies combined, they were measured on the following categories:

- 19% delivered successful projects most of the time
- 30% delivered on time
- 36% delivered on budget
- 44% delivered as per the originally agreed outcome and business intent, and
- 46% of all projects delivered granted stakeholder satisfaction (Lim, 2021).

Project failure statistics by finances online, edited by James Antony (2020) shows:

- Late projects 22%
- Unsatisfactory results 53%
- 58% combines moderate to significant delays, some leading to cancelations.
- 47% resulted in unhappy customers.

It is very easy to identify a relationship between customer satisfaction, three constraints structure and communication. The three constraints cover scope, budget and time, answers the what, how, why and when the outcome is to be expected; time, how long will it take to complete the project, considering all the phases of the project and its handover; and cost, all expenses that will occur as a result of the execution and completion of the project (Bricknell et al., 2012:7). The constraints may be seen as the factors that increase the likelihood of success, they determine the work to be done and how it will be done. People will be involved in the operations where there are tasks to be done. People must communicate with each other, personally and professionally. As stakeholders in the project, the work that they will be doing must be communicated to them and training should be provided on how to complete tasks.

Customer service is one of the main success factors in industries like Tourism, Retail and Marketing. In these aforementioned methodologies, their livelihood is customer service.

Everything considered and put to plan must have an outcome that will enhance or better the chances of customer service (Lamb, et al., 2013:5)

In marketing, customer service is defined as a customer's response, a judgement to a product and/or service in terms of extent to which consumption meets the expectations (Lamb, et al., 2013:5). The success of customer service is measured by the confirmation and feedback from the customers.

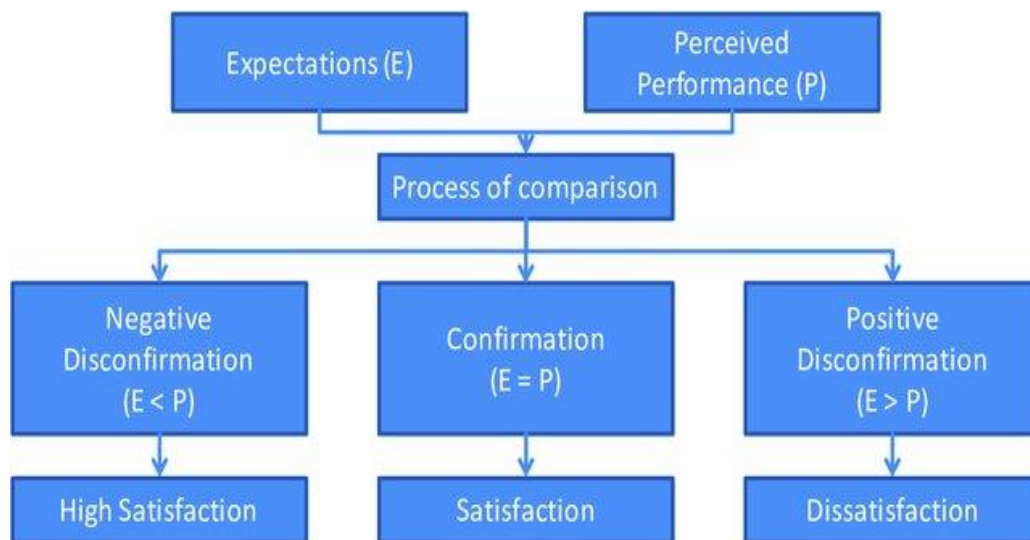


Figure 2.8: The Confirmation and Disconfirmation Paradigm
(Kube, Rief, Gollwitzer and Glombiewski, 2018:92-99)

The paradigm takes into account performance from the organisation and expectations of the customers. Those two factors are then compared against their outcomes. Confirmation comes from positive feedback from the customers and the disconfirmation from the negative feedback. A model for customer satisfaction can be manufactured from this, it will have two factors, satisfiers and dissatisfiers. On one side will be a list of factors that contribute to a customer being satisfied, factors like easy to use, good value for money, durability, etc. On the other side, all the things that customers have been complaining about and that may displease them (Lamb, et al., 2013:8).

2.9 Key Performance Indicators (KPI)

Many industries have adopted the use of a KPI (key performance indicator), for themselves as an organisation and/or customer service consultants to determine whether their customers/clients are satisfied with their operation, how it affects them as customers, how they perceive it, what they were expecting and how they are hoping things could be improved. The

KPI is Net Promoter Score (NPS). NPS is a combined average of customer feedback, negative and positive. They have a ranking of 1-10 which is based on how the customer experienced the service provided to them by that particular consultant, also how the business overall has been treating the customer thus far. One-6 is regarded as a bad service, 7-8 implies there is a room for improvement, and 9-10 means good to excellent.



Figure 2.9: The ranking of Net Promoter Scores

(Farooq, Rehman, Younas, Raju, Ahmedand Ali, 2019:1-10)

A law firm collected statistics of their customer feedback throughout the years 2014-2022. It helps them to track where they started and the feedback they had received. It gave them the opportunity to correct and improve the strategies they were employing to ensure they achieve the desired level of customer service. It also allowed them to compare the results to those they had previously, to explore if the strategies they were planning to use to mitigate the unfavourable results have worked.

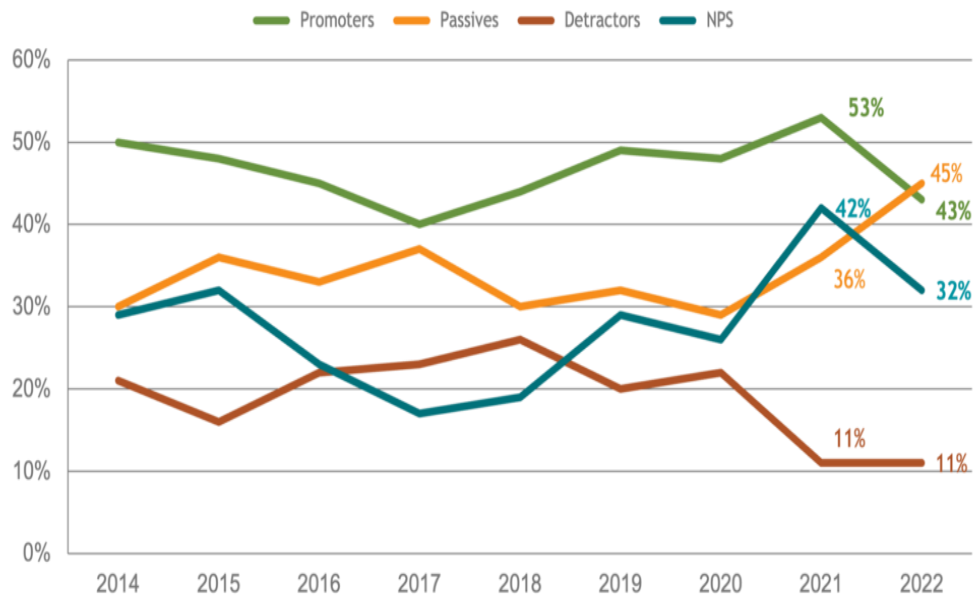


Figure 2.10: NPS statistic for a law firm for the period 2014 – 2020

(Baehre, O’Dweyer, O’Malley and Lee, 2022:67-84)

In order for the project manager to understand the criteria of success that the customer will outline, it will have to be communicated to the project manager by the customer. They need to be informed on the progress of the project and any major changes that may affect the project and themselves, the customers. The same goes for the constraints of the project. The project manager will discuss these to the customer and together will make decisions that affect how the project will be carried out and supposedly completed.

2.10 Project Communication and Stakeholder Management

Communication is a simple yet complicated topic. To communicate effectively you must communicate to all the stakeholders, including leadership and team members of the organisation, the client/customer, the community, this includes the people residing within the community, the businesses existing in that community, the organisations, social and governmental organisations as well as the local council. Communication is a task on its own and must be managed well. Communication is the process of obtaining all relevant information. This information must be interpreted in a way that is suitable for the purpose it should serve to whom or where it is sent and effectively shared to all entities needing it in effective channels. It must be retrievable, understandable and purposeful. Communication can be likened to a message. A message must flow from the sender to the receiver (Zulch, 2014:1001). With regards to stakeholders and communication, it is important to understand what stake, or how much stake they hold to the project and the impact of the running of the project and completion of the project. This is important because it helps in understanding what information to share

and how and why to share it to avoid the risk of revealing sensitive information to an incorrect stakeholder that could have a negative impact on the overall project (Bricknell, 2012:253-254).

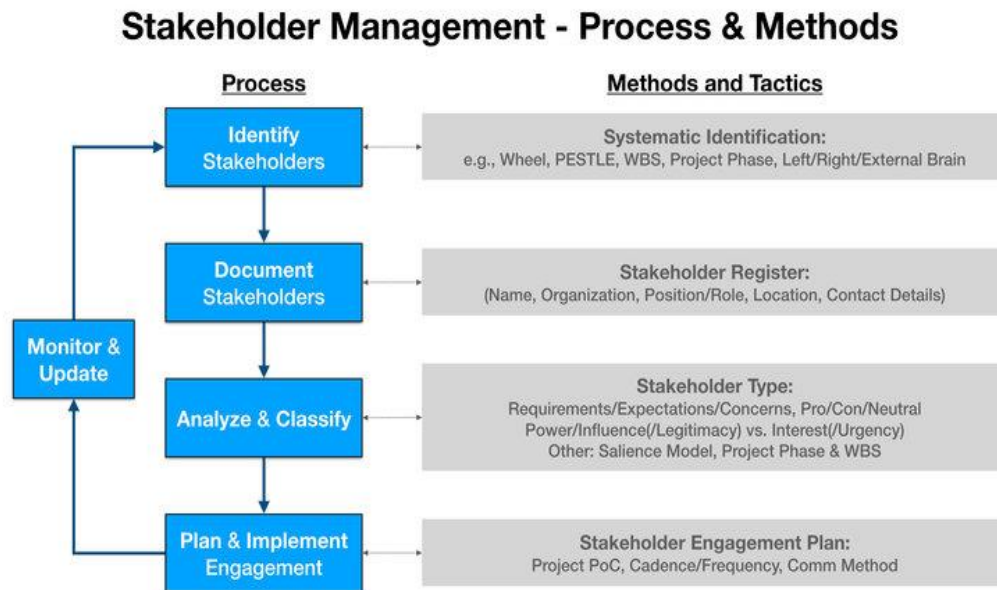


Figure 2.11: Stakeholder management – Process and Methods
(Sperry and Jetter, 2019:699-715)

2.11 Stakeholder satisfaction

As previously mentioned, stakeholders include every person and/or entity that has an interest on the progress and/or completion of the project. Stakeholders have interest in the project, but, since the stakeholders do not hold equal capacity of stakes on the project, this means that their satisfaction could not be measured equally or on the same constraints. The researcher has identified that these different stakeholders are pulled in different directions and want to ensure that their goals are met, and the project is successful. After all, the manufacturing aspects and those of the running of day-to-day activities does not concern the customer, and therefore this research pays attention to customer satisfaction as a criteria.

2.11.1 Types of stakeholders

Primary stakeholders – these stakeholders have financial gains and powers in the organisation and/or project.

Secondary stakeholders – they have socio-economic, governmental and legal powers over the running of the project or operations within the organisation.

Direct – these are stakeholders who have direct powers in the running of the project, its activities and tasks.

Indirect – may have influence on decision making but cannot be part of decision makers.

Internal – operate within the limits of the project.

External – work external to the project but in line with it (Donato, 2021).

2.12 Communication

Communications is derived from a Latin word *communucare*, meaning “to make common”, the reason behind communication is to create a common understanding. Communication is the transmission of meaning from one entity to another, verbally and or nonverbal (Zulch, 2014:1001; Kapur, 2020:2). There are many types of communications, and they serve different purposes. They are, but not limited to:

Verbal (Lombardo, et al., 2019:11; Bey-Ling, 2018:4)

- Intrapersonal communication – to have proficiencies that include attitudes and skills to self-reflect, self-care and self-regulate.
- Interpersonal communication – includes communicating and interacting with other people, teamwork, responsibility and conflict resolution.
- Small group communication – a group between three to twenty individuals who are co-dependent and share a common goal.
- Public communication – the management of communication between an organisation and its public.

Nonverbal

- Facial expression – one or more cues or positions of the muscles of the face, they express an emotional state of an individual to observers.
- Body language – the mindful and unaware movements and postures by which feelings and attitudes are communicated.
- Eye contact – the state in which two people are aware of looking into one another’s eyes directly.
- Paralanguage – they give modification to communication, give nuance meaning or convey emotion.

There are channels to communicate (Kapur, 2020:4-12). You can communicate by:

- Letter – a typed, written or printed communication sent in an envelope by post or messenger, or as an attachment on an email.
- SMS (Short Message Service) – a text messaging service used with telephone, internet and mobile device systems.
- Email – messages distributed by electronic means from one user to one or more recipients via the network.
- Broadcasting – transmitting by radio or television.
- Conference – a professional meeting of people with shared interests, typically one that takes place over several days.

The below refers to the setting and tone of the communication, how the communication flows from the sender to the receiver and the purpose:

Formal

- Organisational meetings.
- Legal notices.
- Reports by the organisation or government.
- Publications by the organisation, media or government (Kapur, 2020:2-12).

Informal

- Personal telephonic conversations.
- Conversation over dinner in a friendly manner.
- Casual emails.
- SMS from friends and family (Kapur, 2020:2-12).

As per the needs of stakeholder engagement on the project, it is important to know their ranking and prioritisation to know how to communicate with them and use them as the project needs. When there is an understanding of what communication is and how communication is done, and how to prioritise and categorise stakeholders, project managers should be able to determine which type and method of communication they should employ for the relevant stakeholder and how to communicate to them. Figure 2.6 shows how stakeholders are ranked and categorised and how they should be managed (Kapur, 2020:1-12; Bricknell et al., 2012:252-263).

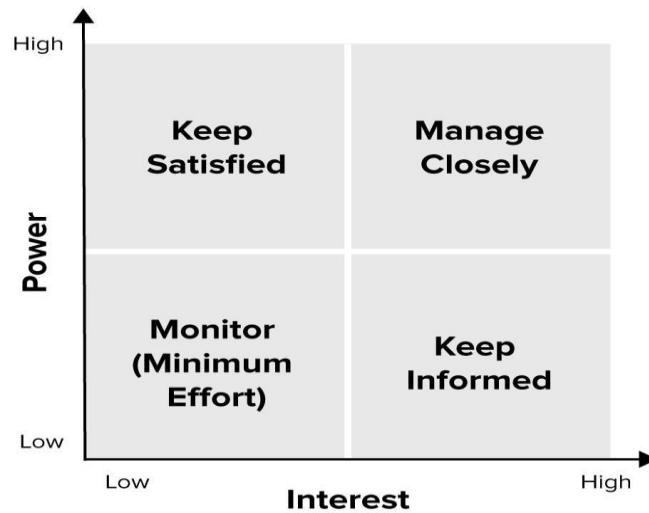


Figure 2.12: Stakeholder analysis and management
(Larson, Gray and Desai, 2011:437)

Westland (2022) argues that the use of the three constraints combined with other project management tools may drive the project to success. Assuming that the plans for each constraint have been well crafted, communicated and approved by both the stakeholders and project manager, this should result in customer satisfaction.

2.13 What is a Checklist?

It is a tool to reduce errors (Boltze, 2017). A checklist should comprise of all the tasks and or deliverables a project should complete. With this tool, the project manager can easily verify the number of tasks they have completed and are yet to complete. How a checklist is formed is dependent on the reason it is being created. There are many templates for checklists and the project manager will have to find one that is suitable to be used by them. A checklist is a control tool. For this tool to be formed, communication and verification would have to be done so as to identify factors that will be included on the list to assist in completing the project (1), and also factors that ensure customer satisfaction are taken into account (2). This does not mean that all these factors will have to be entered into one document of a checklist, they can serve as two separate checklists, one for tasks and the latter for success factors (Boltze, 2017). In events management, a checklist is a common tool. It assists the events coordinator to verify all tasks, materials and resources have been collected and are ready for use as per their needs. Checklists can be used for every department for the event as it serves one purpose but will have different information.

2.14 Gantt Chart

A Gantt chart is used to illustrate a project schedule mainly used when having followed the network route of planning the project. It creates a flow of the activities and allows the project manager and team to see how the activities will flow, which activities precede other activities or start at the same time, and so on. Like the network diagram, the chart will display all activities, their start and completion (Evdokimov, Tsarev, et. al., 2018:4).

2.15 Earned Value Management

For project managers, monitoring and controlling are critically important aspects for ensuring project success. Project managers need to have an early detector system that allows them to identify problems and quickly remedy themselves and the project out of that situation. Additionally, they must be able to anticipate future progress, trends in performance, projection of final costs and time it will take to complete the project. It is also a tool that helps in assessing risks to mitigate them. The EVM method provides information about both the actual implementation progress and costs of a project. The calculated indicators also allow for proposing further steps in the project development (Araszkiewicz and Bochenek, 2019). Above and included on the literature review in this dissertation is a section that discusses the three constraints. The EVM and the three constraints have similarities and work together. It observes the schedule, time and cost, from the plan to the execution to the completion and rapping up of the project (Araszkiewicz and Bochenek, 2019).

2.15.1 Earned Value Method

The EV method provides information on the actual performance and cost of the project, measuring it against what was intended during the projections and planning stage (Oosthuizen and Venter, 2018:235). The EV method uses three core values to do these calculations:

- Planned Value (PV) – during the initiation stages of the project, a budget is discussed and an amount the customer/client wishes to spend to fund the project is produced and is used to then start planning the overall project.
- Actual Cost (AC) – during and upon project completion, the project manager gets to see how much they used and the overall actual cost.
- Earned Value (EV) - this is accrual as the project progresses. This would include the calculation of the time and resources used for the project, for each task and milestone (Oosthuizen and Venter, 2018:235).

For EVM, there is a process to follow, one that will ensure that the method is used correctly and will bring about the best results of the method for the project. Just like Project management, as it also is a tool for project control, there must be a way of doing things, a start and an end, as well as in-puts and out-puts.

- There must be a scope of work. Every project has a reason for being implemented and an anticipated outcome. It also helps the project manager to identify what will eventually need controlling from the project (Oosthuizen and Venter, 2018:240).
- The Work Breakdown Structure must be established. This will include all the work that must be done to complete the project, as well as the handing over activities (Oosthuizen and Venter, 2018:240).

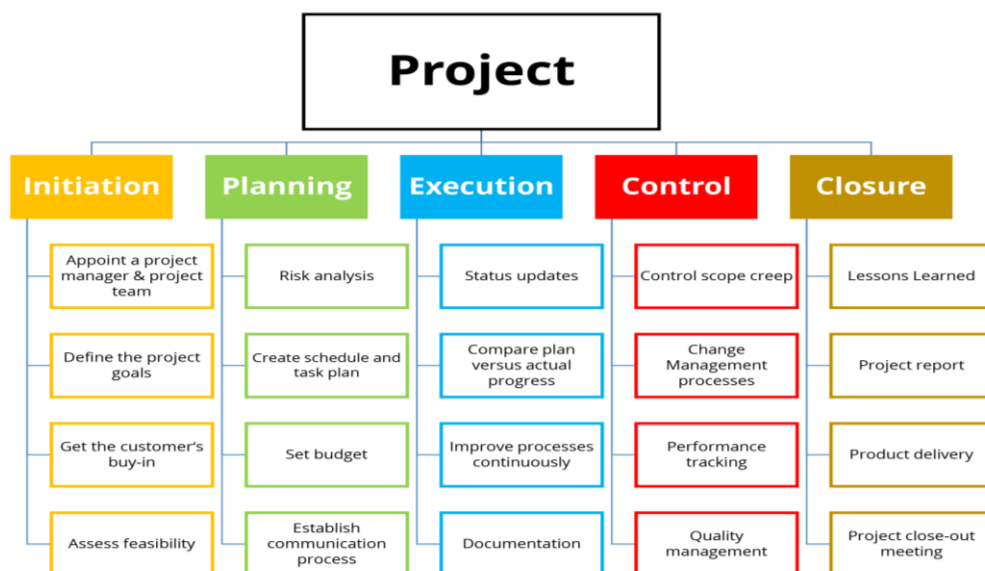


Figure 2.13: Work Breakdown Structure (WBS)

(Oosthuizen and Venter, 2018:235-245)

- If some resources come from the organisation and there is work to be shared amongst the project team and the organisation, this would be the best time to construct an Organisational Breakdown Structure that will include tasks being done by the organisation as part of the tasks needed to complete the project (Oosthuizen and Venter, 2018:241).

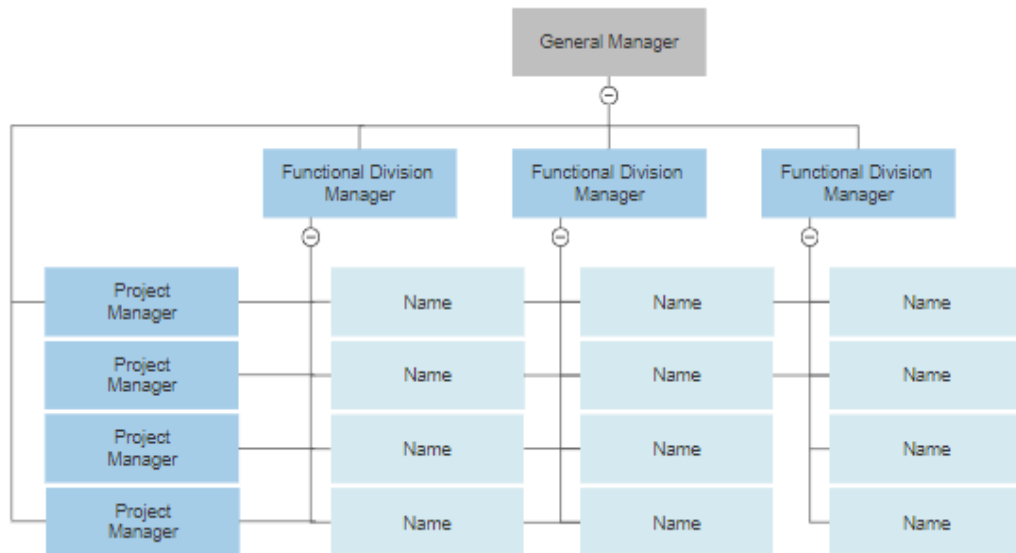


Figure 2.14: Organisational Structure

(Oosthuizen and Venter, 2018:235-245)

- All the tasks that have been spread across the WBS and OBS must be incorporated into the Network Diagram as it allows the project manager and project team to put project activities in a timeline that equals that of the project duration. The network diagram considers the start of the project and the duration of the task (Oosthuizen and Venter, 2018:241).

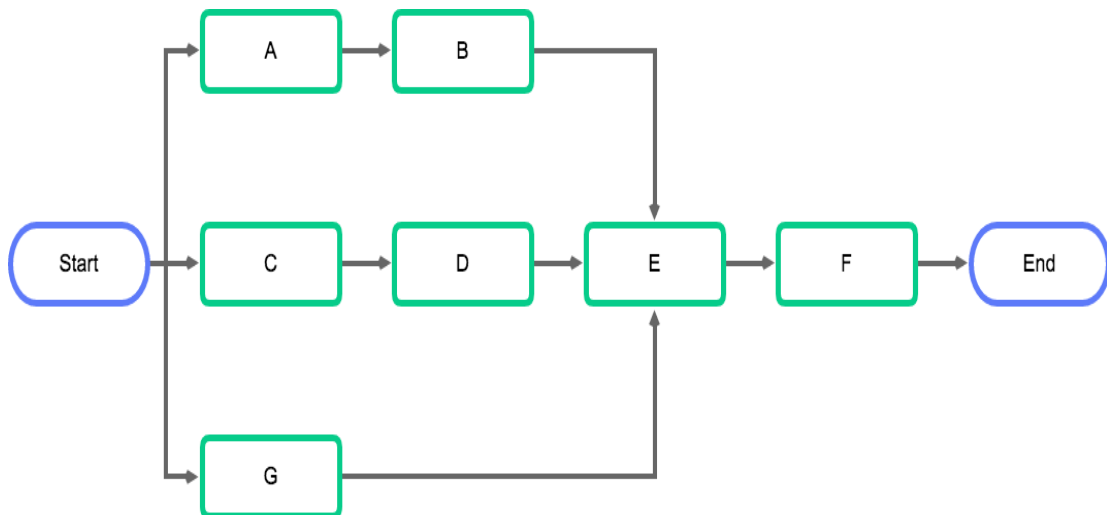


Figure 2.15: Network Diagram (NWD)

(Oosthuizen and Venter, 2018:235-245)

- When the NWD has been completed, the project manager would have calculated how much they are planning to use for the project. This way, all activities with expenses will be put in a budget, in a way that clearly outlines the

time cost and financial cost of things. The outcome of this step is having a Planned Value (Oosthuizen and Venter, 2018:241).

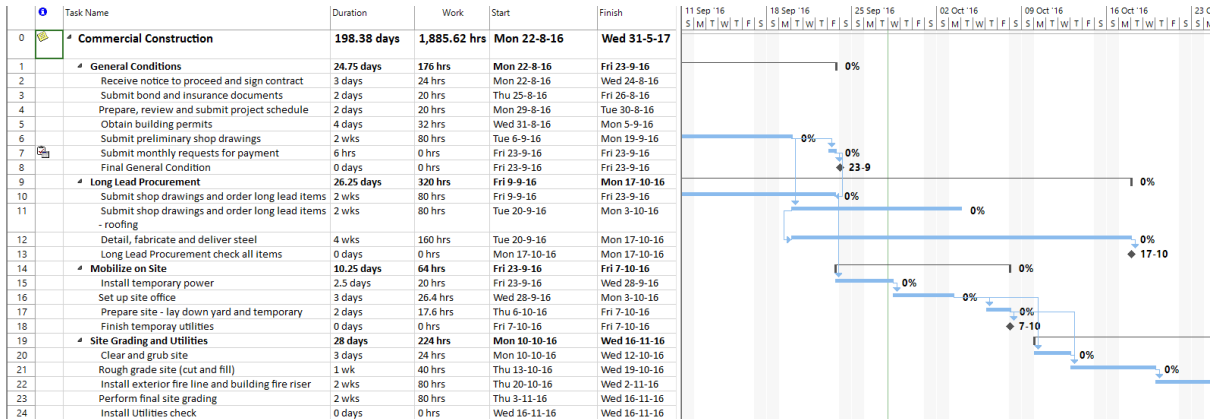


Figure 2.16: Baseline budget
(Oosthuizen and Venter, 2018:235-245)

- The discussion above focussed on the planning stages. In this stage, during the execution of the project, the Actual Value of the activities are captured. This way the PV can be compared against the AV, to see if the plan is in line with what is taking place (Oosthuizen and Venter, 2018:241).

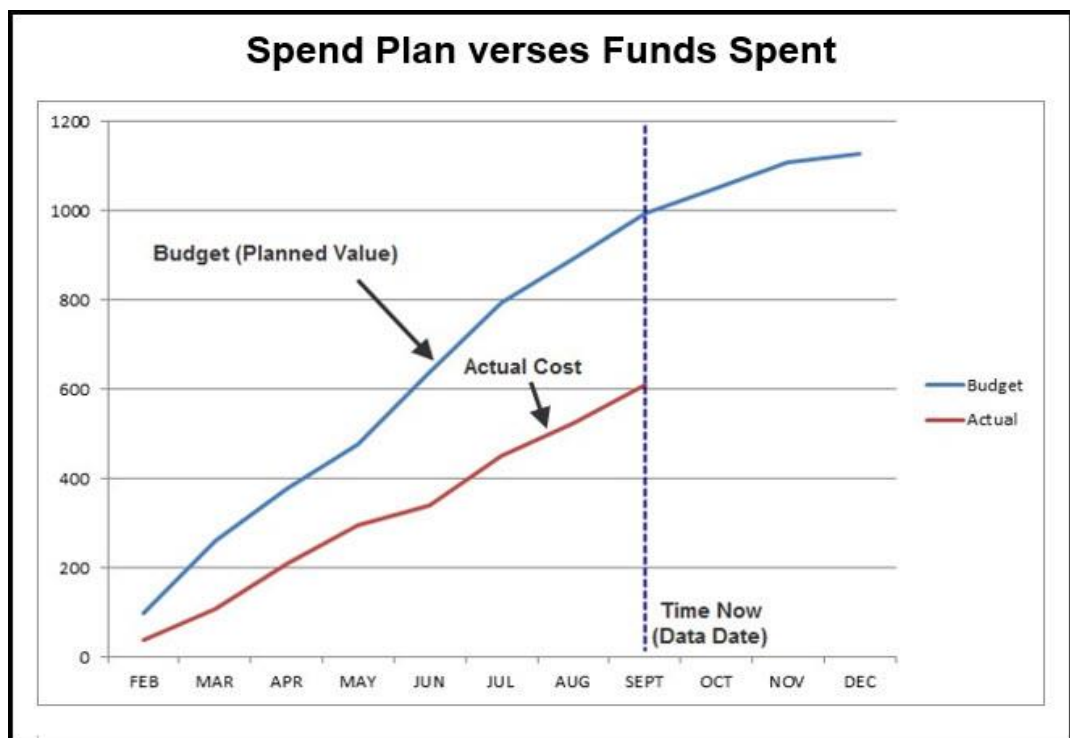


Figure 2.17: PV vs AV
(Oosthuizen and Venter, 2018:235-245)

- Now that there is PV and AV, the EV needs to be calculated. The project manager calculates all activities completed to date. The PM will measure the EV by multiplying the work completed using the PV. The results of this will determine the value of the completed work of the project and the remaining activities which are yet to be completed (Oosthuizen and Venter, 2018:242).

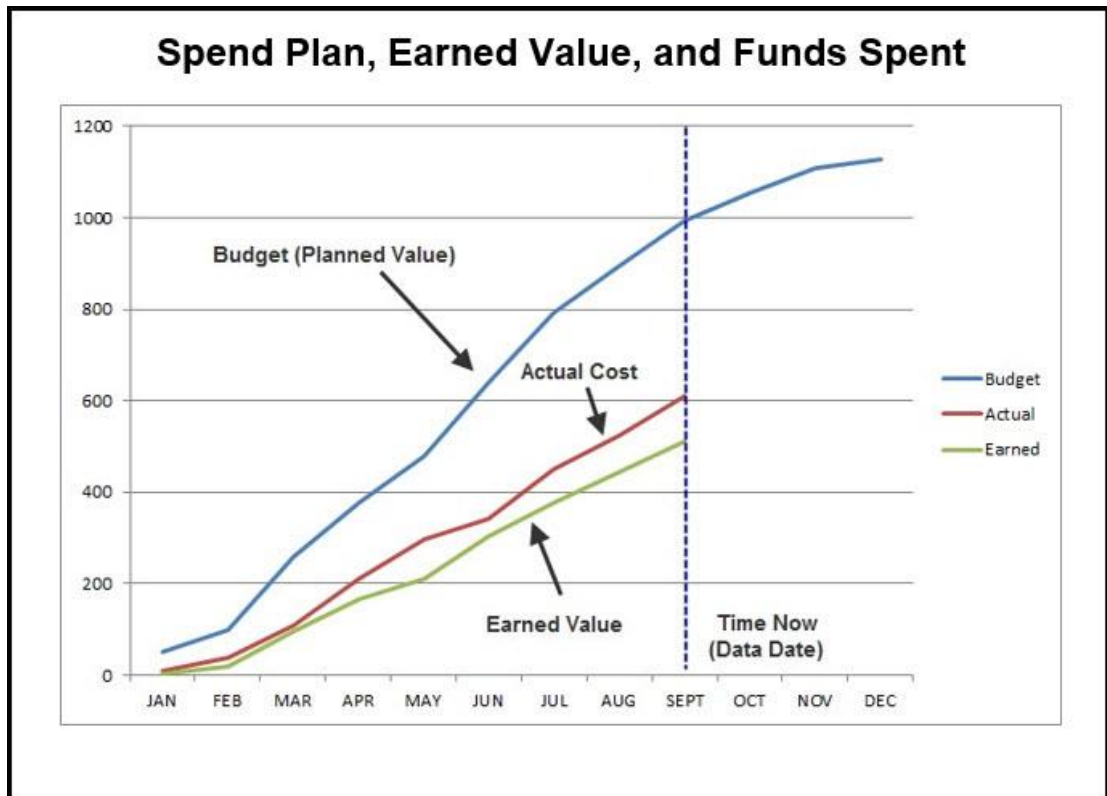


Figure 2.18: PV vs AV vs EV

(Oosthuizen and Venter, 2018:235-245)

- Using all the information above the PM can finally draw up a report, with the PV, AV, and EV and the variance between the figures and how they interpret the project's schedule and the future time performance (Oosthuizen and Venter, 2018:242).

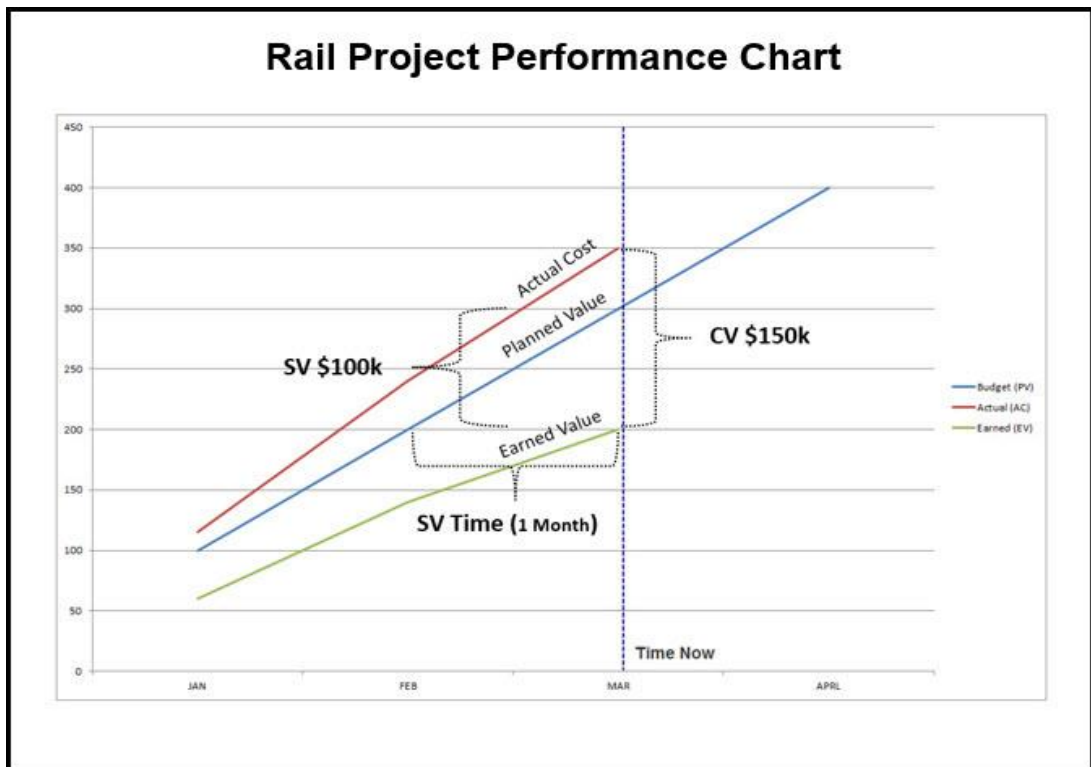


Figure 2.19: Final Report
(Oosthuizen and Venter, 2018:235-245)

2.16 Conclusion

This chapter covered the literature of Project management, Events management, Project success and Project control, their relationship and how they impact each other. It has also covered factors that affect project success and the benefits and the tools that could enhance customer satisfaction. There are many factors a project manager needs to take into account in order to fully comply with the methodology of Project management as well as having achievement in project success. This research aimed at highlighting the importance of customer satisfaction, and how much value it adds when added on the criteria of project success. With a level of certainty, one can conclude that if they apply these methodologies correctly, with the necessary expertise and tools, the project will be completed successfully. Quite a number of projects have been recorded that have failed. The following chapter will provide a discussion on the research design and methodology of this dissertation.

CHAPTER 3

RESEARCH AND DESIGN

3.1 Introduction

This chapter provides a brief discussion on the problem statement, research objectives and methodology, research paradigm and research design. It further offers an overview on the population, sample selected in this study, data collection instruments and analysis methods. This chapter will conclude by providing the ethical considerations and limitations of this research.

3.2 Problem statement

A problem statement is a summarised narrative of an issue to be addressed, a circumstance to be improved upon, a deliberate investigation, or a troubling question that remains unanswered in scholarly literature. It detects the gap between the existing state and desired state of study (Maylor and Blackmon, 2005:5). With the help of project management, it is easier to work on projects, regardless of the field or industry of practise as project management is not limited to one or a specific industry nor field. There are so many successes that can be quoted as a result of project management, from Egyptian pyramids to the FIFA World cup to the Olympics. However, as much as there was improvements, there were new matters arising in this area (Gothelf, 2021:NP). As alluded to in the preceding literature review, there is a high project execution failure rate. The criterion used for the successful execution or failure of the execution in any project is determined by the ability of the process to meet the triple constraints schedules. The triple constraints are determined for the project from initiation and the planning phases with the technical specifications, the time it will take to complete the execution and the cost for the successful execution. Project control is the use of the set of processes used to understand and monitor the execution processes with intentions of controlling specific aspects of the project plan. The most critical aspects in the project control processes would be checking on the schedules and the resources and potential risks to the execution. The schedules will therefore be with specific reference to the time taken to complete the set milestones and the amount of resources utilised to reach the milestone which implies the cost.

Why do we still have rising numbers in statistics showing failure of projects? Completing a project is no longer the only criteria to project success, neither is the three constraints defining complete success in a project. Control measures have been applied and put in place to eradicate all possible chances for failure, yet failure remains inevitable. Project managers undergo necessary training, go for accreditation to get themselves qualified enough for

completing PM related jobs, they acquire the experience needed for the job, yet failure is something that cannot be escaped.

This study seeks to focus on the project team adherence to the monitoring and controlling during the execution of the project, specifically events. This will assist in identifying strong points and weak points in the project control processes that may cause execution failure. This will involve understanding of the common practices in checking on schedules, resources used and or needed against the estimated completion dates.

3.3 Research objectives

Research objectives are the descriptions of what is to be achieved by the study. The research objectives are clear, concise and declarative statements which provides direction to investigate the variables. They are the accomplishments the researcher is aiming to achieve. The intent of this study is to shed light onto reasons causing failure in projects, their execution and completion, to find solutions and conquer the problems into triumph.

The main objective of this study is to explore ways of ensuring the anticipated project success is achieved through project control. The sub-objectives are:

- To promote project success as part of customer/client satisfaction criteria.
- To identify tools of project control considered most critical in the project execution practice in the events management industry.
- To identify how project control measures increase probabilities of project success.

Research questions

The research questions are the questions that will enable the researcher to find answers that will bridge the gap between the problem and desired solution (Jowah, 2015:77). To find solutions for the objectives of this study, three questions were formulated to bring about the solution and are as follows:

1. How can Customer satisfaction be used to ensure your project control is effective?
2. What warrants a good project control management method/tool in the events industry?
3. How can project control boost the probabilities of project success?

3.4 Research methodology

Research is an orderly slant of congregating information. It is a stratagem, an architectural intention by which the researcher plots out a slant to finding and solving of problems. It is used for the purposes of constructing theories, exploring of topics to help understand the philosophy behind them and/or to satisfy curiosity and to make decisions. The research should have aims to fulfil, problems to solve, solutions that aim to answer certain questions as a result of gaps in topics. Research methodology is a scientific manner of dealing with information. It creates a route that can be followed by other researchers, it is systematic and logical. Therefore, it must allow scrutiny to cogency and reliability around the parameters of the science behind the methodology (Novikov and Novikov, 2013:3).

3.4.1 The characteristics of Scientific Activity:

- Features – makes observation, it forms a hypothesis, is testable with explanation.
- Principles – honest, objective, integrity of knowledge, etc
- Conditions – fair, verifiability, predictability and falsifiability.
- Norms – communism, disinterestedness, organised scepticism and universalism.

The logical structure of scientific activity:

- Subject – refers to the theory and hypothesis.
- Object – skills to resolve a scientific problem, making informed decisions using systematic methods that when followed by procedure, allow you to come to the same results.
- Topic – theme the research aims to address.
- Forms – the types of research, applied, explanatory, classification, etc.
- Results – conclusion and outcomes of the scientific activity.

The temporary structure of scientific activity:

- Phases – the chapters the dissertation or research will be divided into
- Steps – finding the purpose, research, hypothesis, experiment, data analysis and conclusion (Novikov and Novikov, 2013:3)

The researcher conformed to the Qualitative approach for the research methodology, which comprises quantitative methods of approaching this scientific study. This method has allowed this research to be flexible and not be limited in terms of collecting data, as well as analysing it.

- Quantitative research method – is an orderly unbiased method that uses numerical data mined from large samples on the foundation on which broad views about the population are made (2016:162).

3.5 Research paradigm

A research paradigm is a set of conjoint beliefs and agreements between scientists about how scientific problems should be understood and addressed. This dissertation has used the positivist paradigm. It is defined as a worldview to research, which is grounded in what is known in research methods as the scientific method of investigation (Kivunja and Kuyini, 2017:26-41). The reason for the selected of this paradigm was because the researcher had made observations on project failure while they were executed by skilled, trained and experienced PMs. These trends were observed from projects that have taken place, which then enabled the researcher to gather findings and reach conclusions.

3.6 Research design

The research design is the “how” of the research methodology. It provides a framework for the study and outlines the research approach the researcher intends using for the study. The approach affects the flow structure of the overall study, what information to collect, how to collect it and how the collected information is to be used. With the research design, the researcher can anticipate what tools can be used to collect data and how they will be used for the study. The research problem helps the researcher to determine what design method to use for their research to effectively address the 41researchh problem (Sileyew, 2019). There are many types of research designs, and their classification is dependent on the time period spent on the study, the depth of the study, the objective of the study, the scrutiny of data and other factors. Below are some of the types of research designs:

3.6.1 Types of research design

- Fundamental research
- Applied research
- Qualitative research
- Mixed research
- Exploratory research
- Field research
- Laboratory research
- Fixed research
- Theoretical research
- Descriptive research

- Explanatory research
- Correlation research (DiscoverPHDs, 2020)

This study has used the Explanatory research design to assist in finding the rapport of the Project Control and Project Success. Explanatory research is the primary research to elucidate the rigorous nature of the problem to be solved. This design was employed in this study because the research questions were explanatory. This design helped the researcher to answer the question 'why projects fail'. It helped in explaining the situation around the topic, control versus success and how it can be resolved (De Vaus, 2001:10).

3.7 Population

This is the pool of entities and persons from which a statistical sample is selected for a study. Any miscellany of these entities and persons convened together by a common purpose can be said to be a population (Zhao, 2013:529). The population of this study is 200 people. Focus for this study was deliberately on the events industry.

3.8 Sampling

A sample is a statistically momentous ration of a population, not necessarily the entire population. It is a number selected from the population and represents the views and opinions of that population (Bhardwaj, 2019:157). The sample consists of Project managers (25), Entrepreneurs (1) Events coordinators (25) and Team members (59), of which the sample size is $\frac{1}{2}$ of the population.

3.8.1 Mixed sampling

- Convenience sampling – for the purpose of conducting the study qualitatively, collection of data and population was based on the closeness and availability to the researcher as the word 'convenient' suggests.
- Random sampling – for the purpose of conducting the study quantitatively, the collection of data and population was based on pure randomness, with no particular order or reasoning from the population in the events industry and case study organisation.

3.8.2 Sample size

The researcher had to collect a minimum of 100 people to complete the survey in order for the study to be feasible and accepted in the institution, as well as meeting the requirements

according to the statisticians (Osborne and Costello, 2004:11; Caine, 2016:981-992; Wolf, et al., 2013:93-934).

3.9 Data collection instrument

The data collection instrument used for this dissertation was the questionnaire. It is a research tool that has a structure of questions with an intent of collecting answers that cover and address a certain topic(s) (Tshikotshi, 2020:47). It was distributed personally by the researcher to the respondents that had volunteered to participate in the answering of the questionnaire. This was done to put clarity to the respondents, of any questions and concerns they might have had with regards to their participation, and to gain their consent before filling in their answers.

3.10 Data analyses method

The data collected was edited and cleaned then coded using the deductive coding method. It was then captured onto an excel spreadsheet which helped in analysing the findings. The data from the questionnaire is both qualitative and quantitative. The data was sorted and coded and transferred on the excel spreadsheet to construct graphs that helped in interpreting the findings from the distributed questionnaire. The graphs and diagrams were constructed as a means of grouping the responses from the answers collected from the distributed questionnaire. The above mentioned was recorded as the findings.

3.11 Ethical consideration

Ethical considerations when adhered to, make a study lawful (Fleming and Zegwaard, 2018:209-213). Below are ethical considerations that should be considered during research:

- Ethical expectations – these are the expectations from the government, the institutions, boards and organisations where research work is approved and accredited. These expectations must be honoured, otherwise the researcher bears the risk of being outside the passing benchmark and ethical jurisdictions of research.
- Informed consent – permission must be granted by the individual and/or organisation. Anything that may affect the participant must have happened with their consent.
- Risk of harm – if there is any potential danger presenting itself during the time the participant is actively participating in the research, they must be warned against those dangers, if they continue to participate it will be their will and having been made aware of all risks associated with their participation.
- Anonymity and confidentiality – especially now with the POPI Act, one's identity and acknowledgement in any form or manner must be treated with respect and privacy.

- Conflict of interest – the researcher’s commitments on the study, the topic and other factors may prove to be a point of conflict to the population participating in the research. This is when and where safety must be assured to the population and if in any case and point participants feel compromised, they can excuse themselves. The researcher must ensure that during their participation, they will not be compromised (Fleming and Zegwaard, 2018:209-213).

The researcher ensured ethically consideration in conducting the research by ensuring the participants consented to partaking voluntarily in the research, were aware of the research and what was requested and expected of them during their participation, as well as alerting them that should they no longer feel comfortable participating they can excuse themselves from the research and withdraw their volunteering.

3.12 Limitations of the research

When carrying out research, it is expected to have limitations. Below are some of the limitations the researcher experienced:

- Network costs (airtime and data) for corresponding with volunteers, conducting research and compiling journal articles and other material to complete this dissertation.
- Having volunteers withdrawing their consent during their participation, or even disappearing without informing the researcher.
- Some people were too busy to participate in the research.
- The participants were only chosen from the Western Cape in Cape Town, South Africa.

3.13 Conclusion

The appropriate choice of methodology, the research paradigm and data collection methods were discussed. Furthermore, this chapter discussed was the population, sampling method, the data collection instrument and the analysis of the data. This section outlined in detail the research methodology for this study and limitations of the study. All ethical issues taken into consideration during the research were discussed. The next chapter provides the data collection and analysis.

CHAPTER 4

DATA COLLECTION AND ANALYSIS

4.1 Introduction

As discussed in the previous chapter, data was anticipated to be collected from at least 100 respondents collectively from the survey and field interviews. However, the initial collection of data was only possible through the online survey. The researcher had met with the respondents and explained the questionnaire, why the questionnaire was being distributed, how their participation would contribute to the industry in the near future. This also helped in eliminating the ambiguity that might have been experienced by the respondents, the language and or academic terms used in the survey. The survey was created so as to determine a collective view on how the events industry views success, how they ensure they achieve it, but most importantly, how they define success and measure it and of course to aid the study in reaching findings.

4.2 Data analysis and findings

The survey was broken down to three sections. The first part of the survey was to find out if the respondent had the necessary knowledge and experience which was needed to be able to complete and participate in the survey. As much as the researcher was specific in selecting the sample, the respondents were not aware of this, and that part of the survey had addressed this and made them aware. Also, it was crucial to make sure they understood the value of their contributions to the study. Hence, there was a statement where participants had to select an option:

The findings of this study will contribute towards (tick as appropriate):

Also, a table was constructed where the researcher requested consent for participation and asked if the respondents understood the purpose of the study and to refer to appendix 1 for the consent request documents.

4.2.1 Section A - Biography

The first section of the survey aimed at identifying the role the respondent plays in their organisation and to anticipate their participation, role and power in the running and execution of projects.

Question 1: What is your position in the organisation?

This question aimed at understanding the depth of the knowledge and experience of the respondent. The research questions, all three of them, required the respondents to have

knowledge and skill in both events and project management to participate in answering the questionnaire.

Response: The respondents were expected to choose between the four options, Project manager, Project coordinator, team members and others. Figure 4.2 illustrates the interpretations of the responses.



Figure 4.1: What is your position in the organisation?

(Author's own construction)

Question 2: If other, specify

As mentioned, this study was carried out at an organisation and the owner of the company had participated in the questionnaire. The sample consisted of 1 Entrepreneur, the 1% of the responses is consumed by the Entrepreneur.

Question 3: How long have you served in your position?

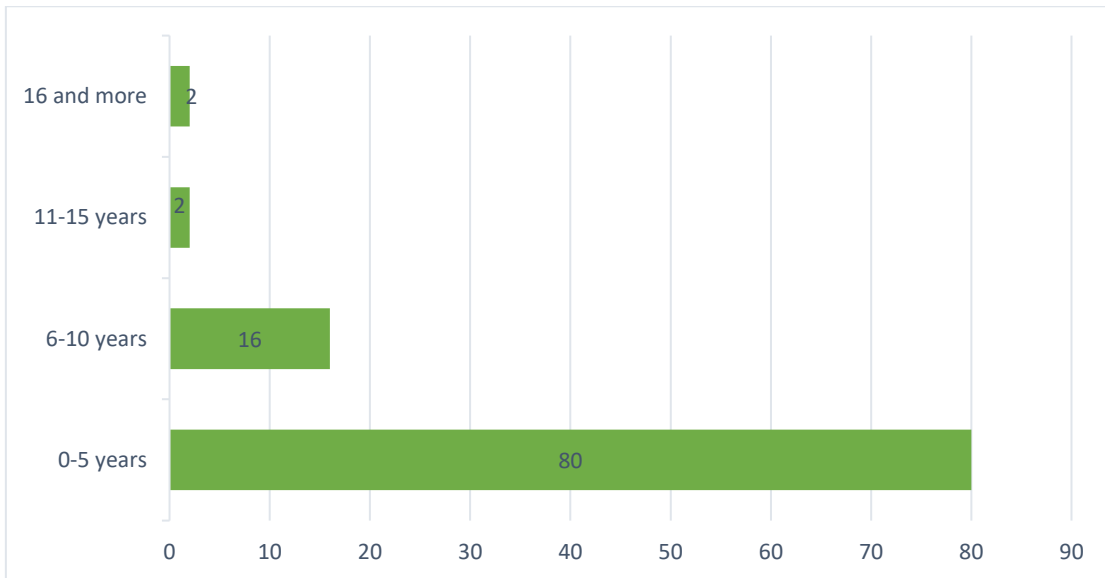


Figure 4.2: How long have you served in your position?

(Author's own construction)

Questions 2, 3 and 4 was aimed at identifying if the participant had project and events management skills, knowledge and experience, as well as their power and participation in the execution of the project to determine the exposure they have gathered for themselves.

Responses: 2% of the respondents had 16 and more years of working experience, the other 2% belonged to the 11-15 years group. 6-10 years held 16% and the majority went towards the 0-5 years group of respondents.

Question 4: Do you participate in project team meetings?

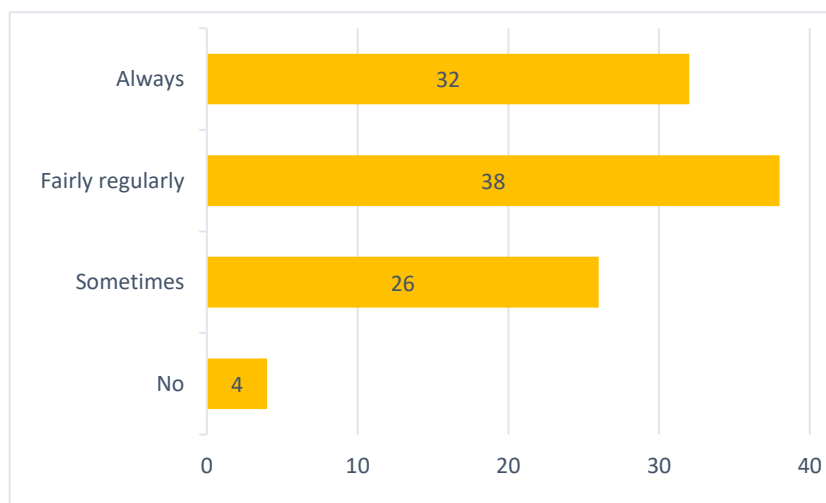


Figure 4.3: Do you participate in project team meetings?

(Author's own construction)

Question 5: How regular are your project team meetings?

The question helps in evaluating if the respondent has the necessary understanding and exposure needed to have knowledge to answer the questions and statements of the survey. The lack of the opportunity in attending meetings may lead to less information, knowledge and exposure on how the project will be executed and how factors affecting the execution are handled.

Responses: Every respondent had experience and exposure in attending team meetings, hence the 0% in “no meetings”. Majority attended regularly at 52%, while 34% had no stipulated times, and 14% attended only when there were problems.

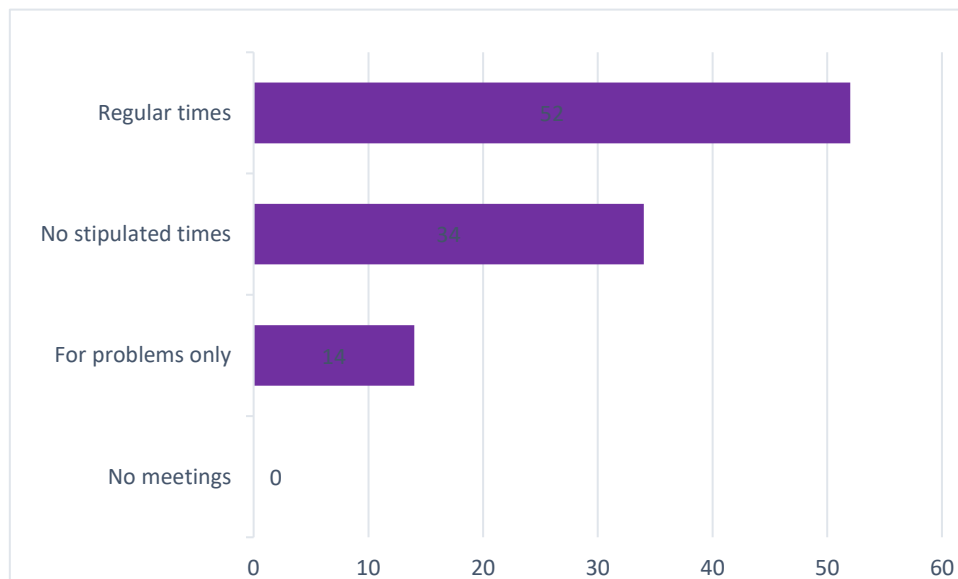


Figure 4.4: How regular are your project team meetings?

(Author’s own construction)

4.2.2 Section B – Likert Scale

This part of the survey used the Likert scale. Questions were addressed in forms of statements and were scaled between five being “strongly agree” to one being “strongly disagree” and three being neutral. Some statements require respondents to apply their knowledge and experience.

Statements:

Statement 1: The first five statements in Section B relate to milestones to understand if the respondent understood what milestones are and how they relate to milestones and apply it to project management. Milestones are a tool that serve as a project control tool. A large group

of the respondents (54%) strongly agree with the statement, “*We always have project milestones that assist in gauging the progress*”. This research is centred on control and success. Monitoring the progress against the action plan allowed the respondents to see if they have been on par with their plans.

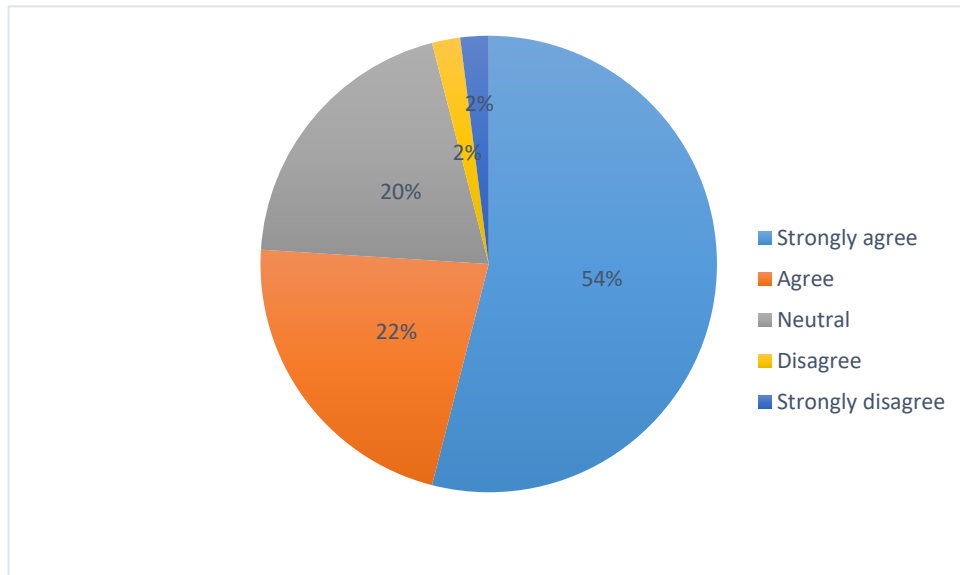


Figure 4.5: We always have project milestones that assist in gauging the progress
(Author’s own construction)

Statement 2: The second statement, “*We keep all the planned tasks and progress, we use progress status reports*”. Just like the first statement, this statement aimed to determine whether what was planned and what is being executed are parallel and that this is drafted and documented. A large percentage (65%) of the respondents strongly agreed with this statement. The schedule is part of the three constraints and has impact towards the execution of the project, the research question, “How much impact the three constraints have over successful completion (execution) of a project?” is partially answered via the responses on this statement.

Responses: 65% of the respondents strongly agreed that it is imperative to follow the planned schedule and do comparisons, followed by the 22% that agreed. 5% were neutral, 8% disagreed and 1% strongly disagreed. This is where the author was interested to find their interpretation of the statement and if they do not compare their actual plans against execution, as well as how they execute their projects successfully.

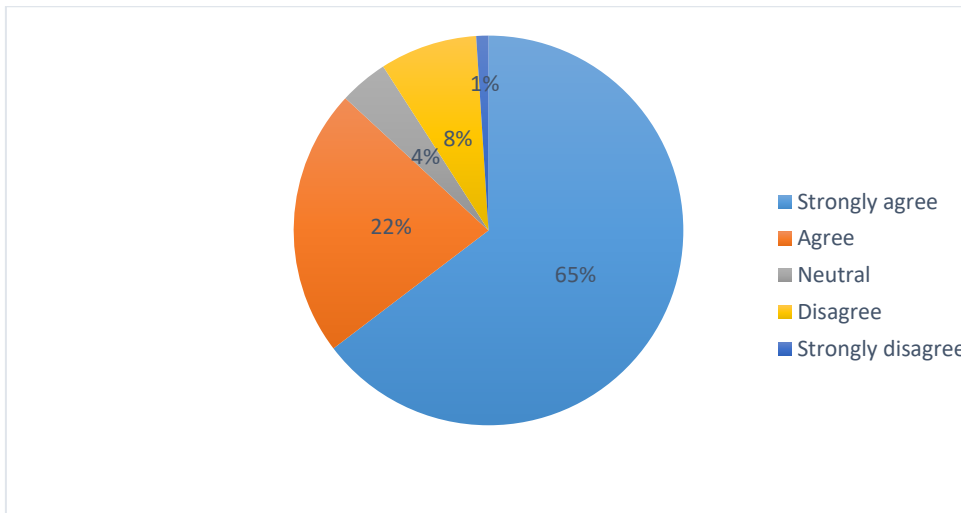


Figure 4.6: We keep all the planned tasks and we use progress status reports
(Author's own construction)

Statement 3: It is always anticipated to have completed a project on time. But it is not always the case, some projects experience situations where the planned time is not enough, and more time would be needed. This statement aimed to determine if the respondents have experienced both being on par with the schedule, behind and/or early.

Response: With regard to the three constraints, the time aspect, especially in the events industry it is important. How tasks execution unfolds on the actual day of the event affects the deliverable of the project. This statement revealed that 34% agreed with the statement in always having met the time constraint, as well as the 2% who had strongly agreed. 40% were neutral as they have experienced both being early, behind and being on time.

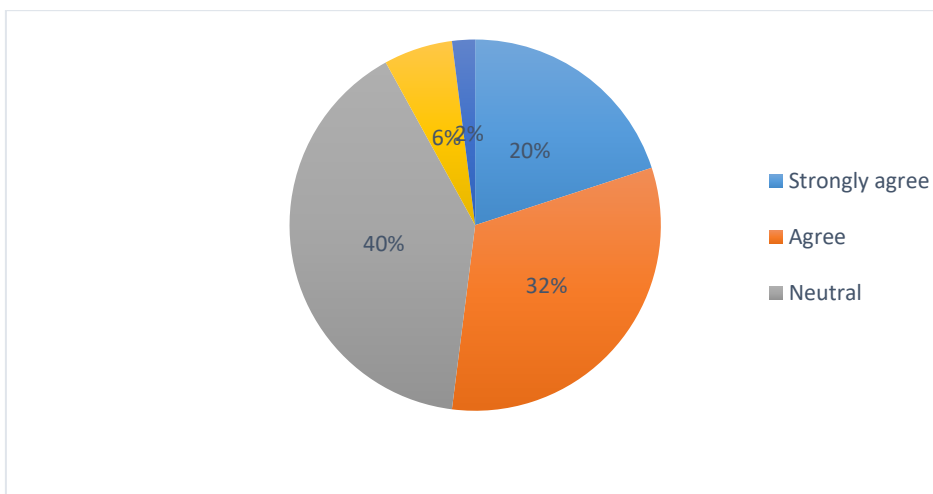


Figure 4.7: We always keep within schedule
(Author's own construction)

Statement 4: Milestones are tied to budgets, time and scope. Having to constantly compare and control the movement of the project enables the project manager and project stakeholders to see how parallel the execution of the project is to the plan of the project.

Responses: 86% of the respondents (44% strongly agreed and 42% agreed) compared their planned budget on every milestone they reach to determine if they are on par and can meet their plans at the completion of the project or if some mitigation needs to be taken.

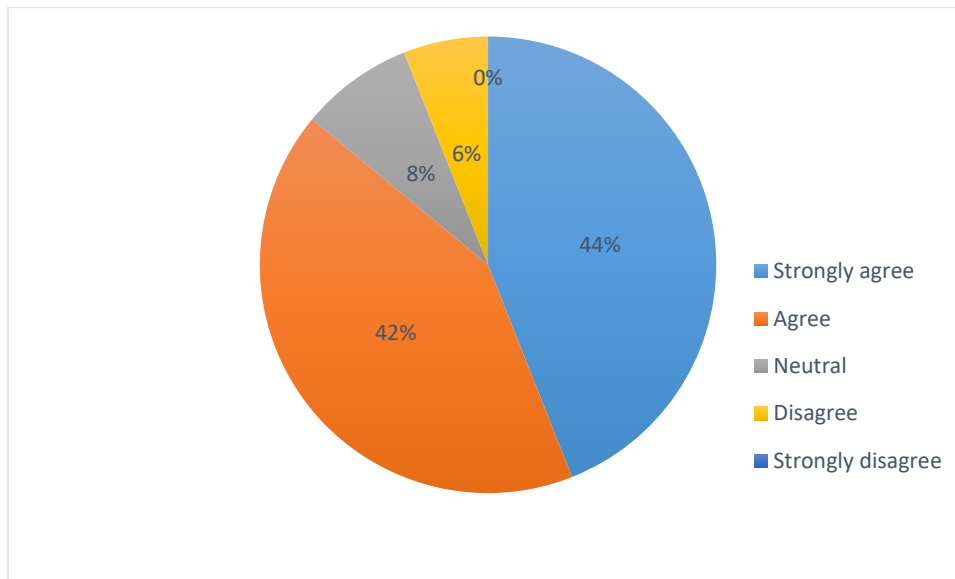


Figure 4.8: Regularly we compared actual and budgeted expenditure for every milestone

(Author's own construction)

Statement 5: The entrepreneur emphasised the significance of evaluating the planned tasks against the execution. This also helps in identifying if the tasks that were completed bring forth the anticipated outcome or they fall short and need to be mitigated with more tasks.

Responses: The majority of the respondents making a combined 80% (44% strongly agreed and 36% agreed) agreed that this would be best for the projects they carry out, as it formed part of their project control methods.

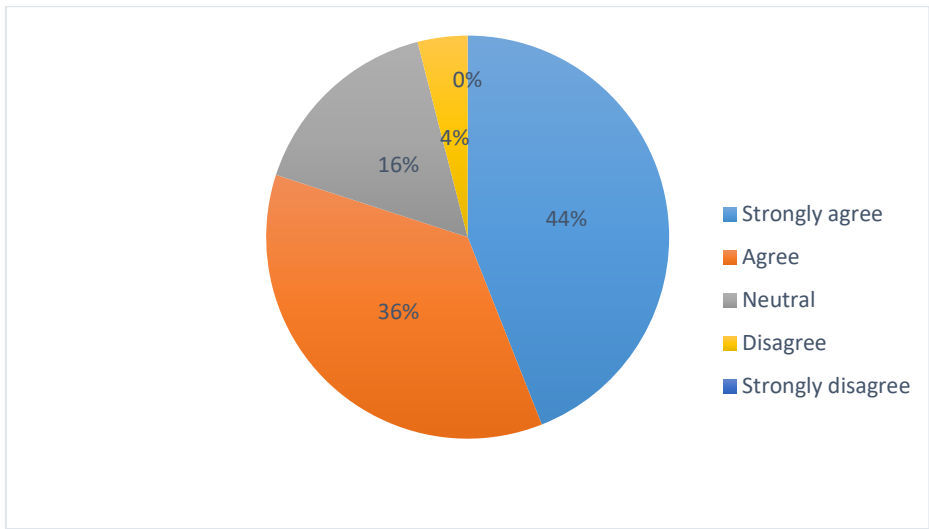


Figure 4.9: Regularly we compare actual tasks against projected tasks for each milestone

(Author's own construction)

Statement 6: Risk is always a possibility waiting to happen, and having dealt with many projects, the respondents agreed that not keeping a risk register is detrimental for the operations and execution of the project. Therefore, it is important to look out for risks and plan for them in case they occur.

Response: The statement argues that it is not important and the respondents strongly disagree with the statement. From 46% responses, 16% disagreed. The researcher learnt that risk was not catered for in the same manner by all the respondents. It became a matter of what position or what role was assumed by that respective respondent.

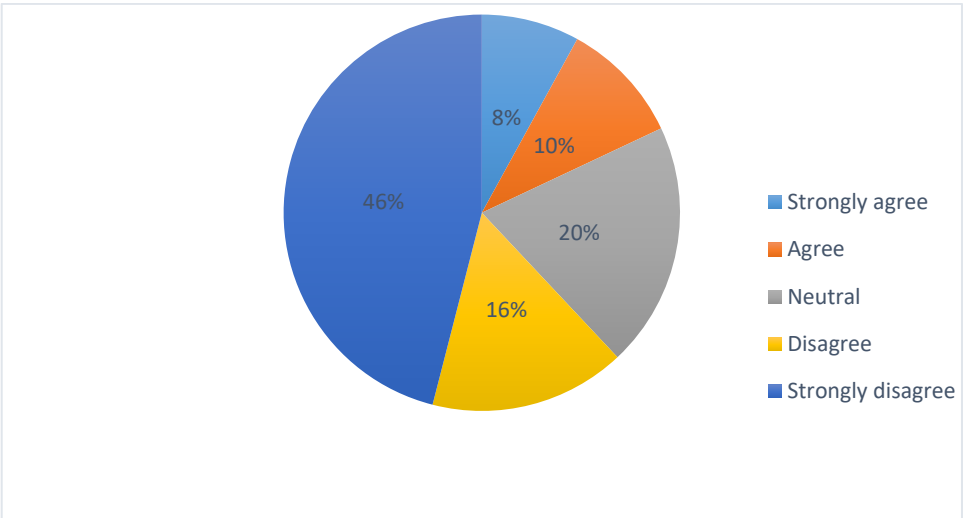


Figure 4.10: We do not keep a risk register because it is not essential for our operations

(Author's own construction)

Statement 7: If risk management is neglected, the project stands a chance to fail or it will need more resources to save the project, which would then be costly. The project managers and project coordinators hold and manage the risk register. The interest in risk management will not be the same for the project managers and coordinators compared to the team members because of the level of responsibilities bestowed upon them.

Response: Hence, this study revealed different responses from the respondents, 58% of the respondents agreed with this statement, strongly followed by 14% agreeing, while 18% chose to be neutral, 8% disagreed followed by a 2% that strongly disagreed.

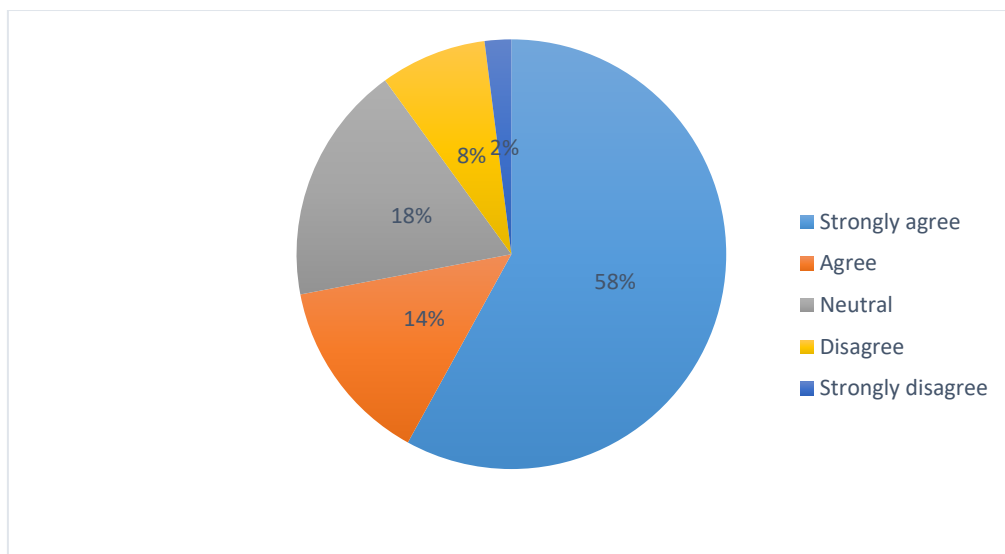
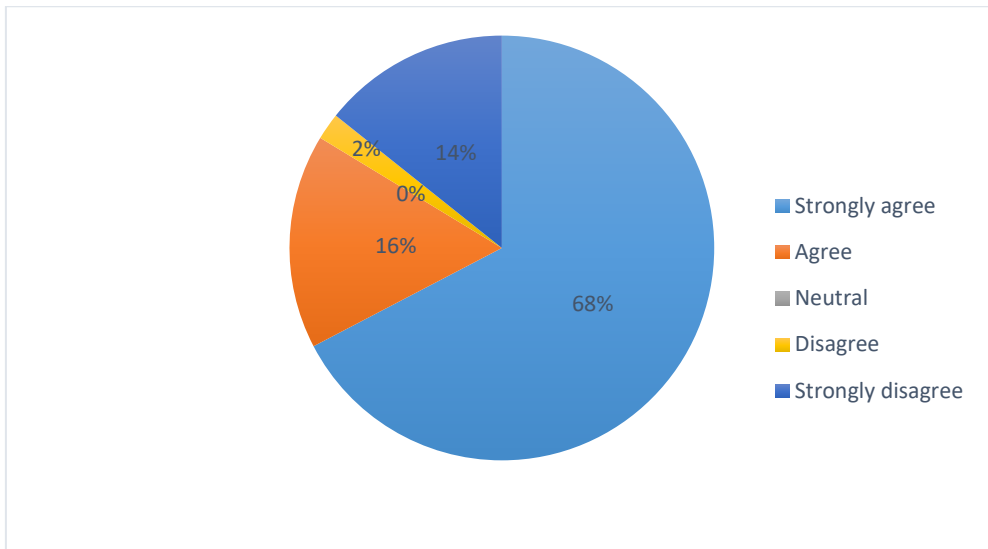


Figure 4.11: Project control properly executed is critical in reducing if not preventing risks

(Author's own construction)

Statement 8: Communication, as addressed in the previous chapters comes in different forms and it is vital to ensure that it is properly done. Results indicated that 68% of the respondents strongly agree that lack of communication and lack of proper control when executing a project is a risk factor.

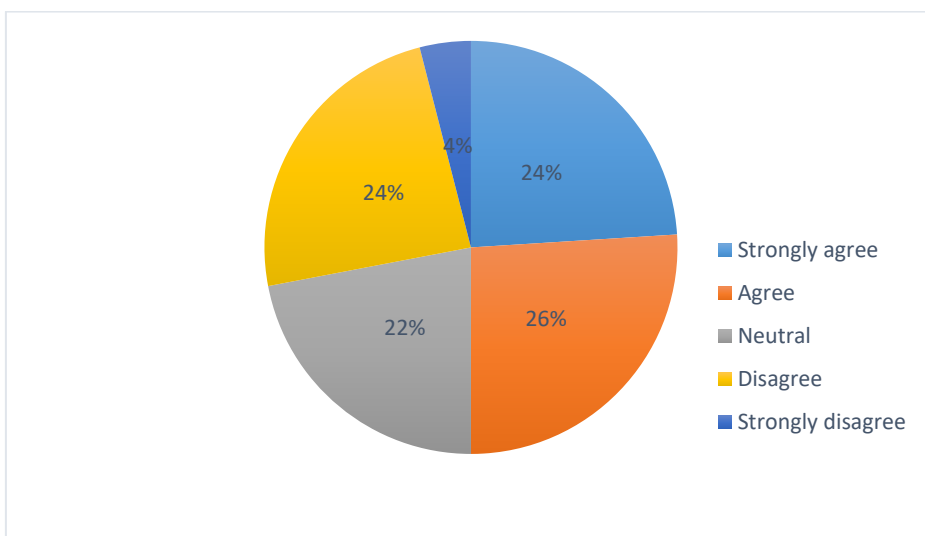
Response: As mentioned in point number 7, the difference in responsibilities each respondent has, their attitude towards communication and understanding of communication was different. Hence, 14% strongly disagreed and 2% had disagreed. There was no neutral response.



**Figure 4.12: Communication is an important risk factor in project control processes
(Author's own construction)**

Statement 9: Events are projects, and this was clarified and discussed in the previous chapters. Change can be costly, but it is not always necessarily the case. As the survey responses were coming in, there was a bit of a disparity that was showing in the number of responses.

Response: Results revealed that in the category strongly agree there were 24%, agree, 26% which in total was 50%. Respondents explained that resources could be moved around to cater for the change to happen. This was conditional to the budget aspect of the three-constraints and also what the preference and limits of the client was.



**Figure 4.13: Change of requirements of the deliverables mid execution will change the budget
(Author's own construction)**

Statement 10: Likewise, as mentioned in Statement 9 this statement focused on how much of change is brought to the scope and how it affects the overall project and what has already been executed.

Response: 18% strongly agreed to the statement as well 28% agreeing that if adjustments are not made and mitigations carried out it will fail. 36% of the respondents were once again in disparity from the group that agreed (18% disagreed and 18% strongly disagreed), 2% remained neutral.

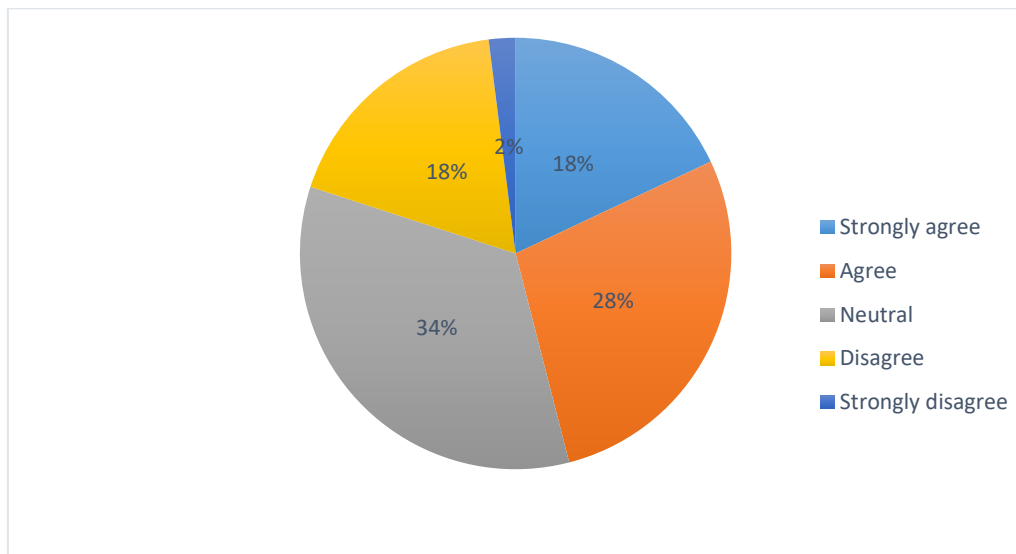


Figure 4:14: Changes in the scope mid-term will need adjustments to resources or cause failure

(Author's own construction)

Statement 11: More than half the respondents relied on their expertise and knowledge. They furthermore argued that projects are never the same and should be treated individually, they might have similarities but should be treated individually.

Response: 56% (20% strongly agreeing and 34% agreeing) that in order to carry out change effectively, there has to be use of the lesson learned to cross reference and compare the actions taken and perhaps help them in steering the execution of the change to being a success. 36% were on the fence as they suggest that some projects may, and some may not require the use of lessons learned. 10% was adamant that there is not a need.

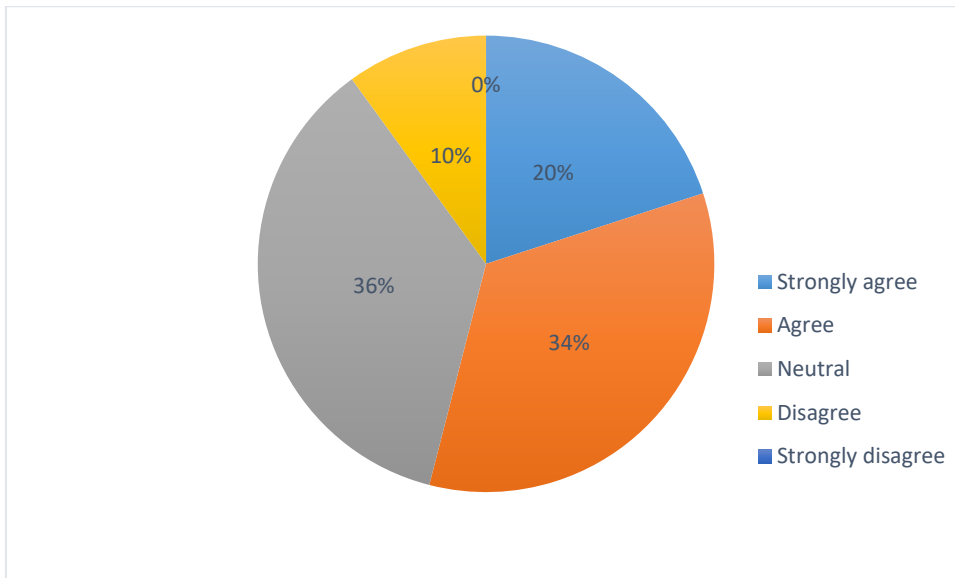


Figure 4.15: For effective change management you may need the use of lessons learnt register

(Author's own construction)

Statement 12: One of the objectives for this research was to identify the KPI's that are used in the events industry to use as a criteria for success for the projects executed. The KPI's form part of the success criteria of the project execution.

Response: 92% of the respondents (56% strongly agreed and 34% agreed) have admitted to identifying the KPI's and used them to assess project performance. This way the project manager would be able to see if the performance being the input, would yield the right amount of quality expected along with the project deliverable.

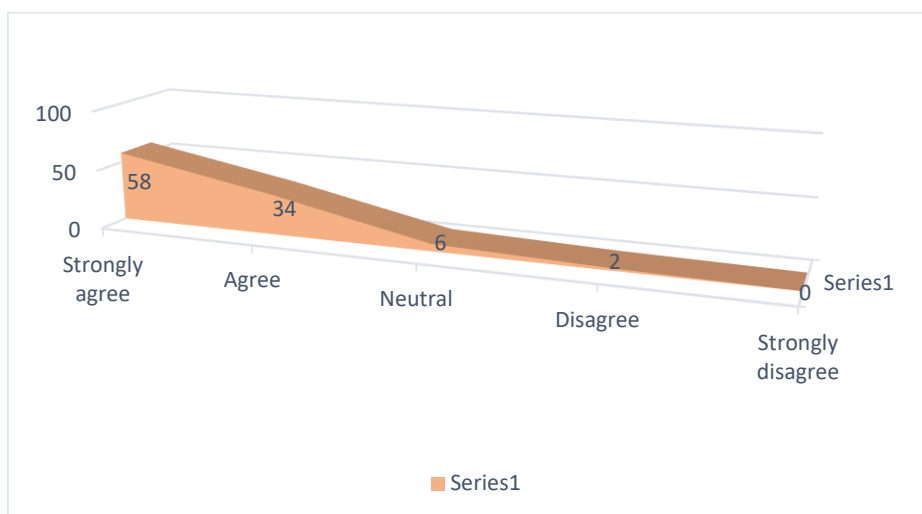


Figure 4.16: Key Performance indicators (KPIs) are identified and used continuously to assess project performance

(Author's own construction)

Statement 13: It is easy to become careless, where there is more experience, some things are neglected. However, the respondents were in consensus in strongly disagreeing with this statement. The fact that the project charter has been produced and the scope is identified and all that is expected from the project outcome is known, might even be perceived easy to achieve, it is still of paramount importance to ensure project controls are put in place.

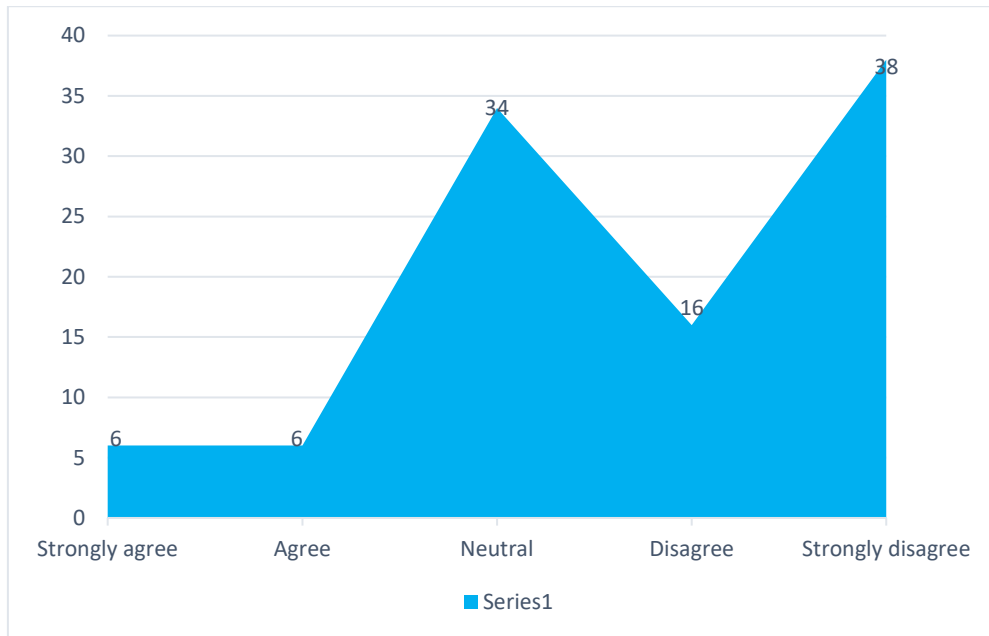


Figure 4.17: Project controls are not always necessary because you know the final deliverables of the project from the charter

(Author's own construction)

Statement 14: Events are critical projects. Time spent in preparation of the event is important, but the actual event is the critical part of the project delivery. The statement, "*The number of hours billed is not a critical indicator that can be used in project control, you can't control labour*" caused some variation at first, but later there was clear indication as to where the majority of the respondents leaned towards. There are cases where planned hours of labour equals the hours in the execution and instances where the time is over or under the planned time.

Response: 52% agreed while 20% disagreed, while 28% remained neutral.

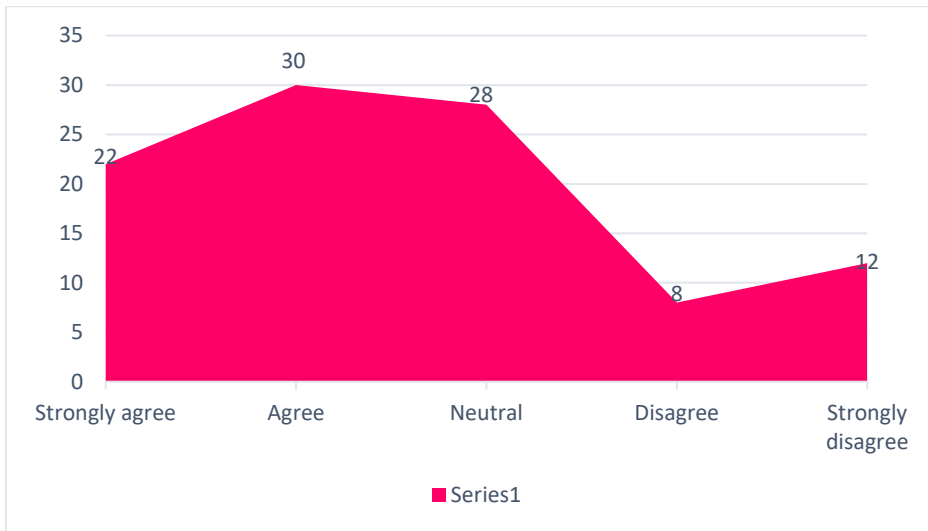


Figure 4.18: The number of hours billed is not a critical indicator that can be used in project control, you can't control labour

(Author's own construction)

Statement 15: Statements 1, 2 and 15 advise that project controls must be applied at every stage of the project execution. This is so that the control is properly carried out and monitored. The results of this yield quality and the expected project deliverables, as well as the anticipated project success.

Response: 86% understood and agreed with the statement. 4% decided otherwise while 10% were on the fence.

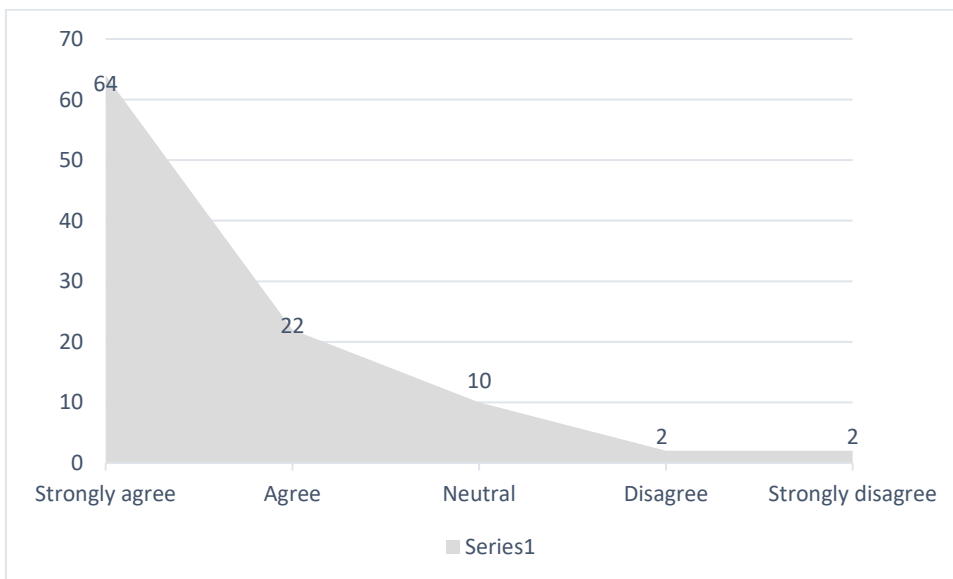
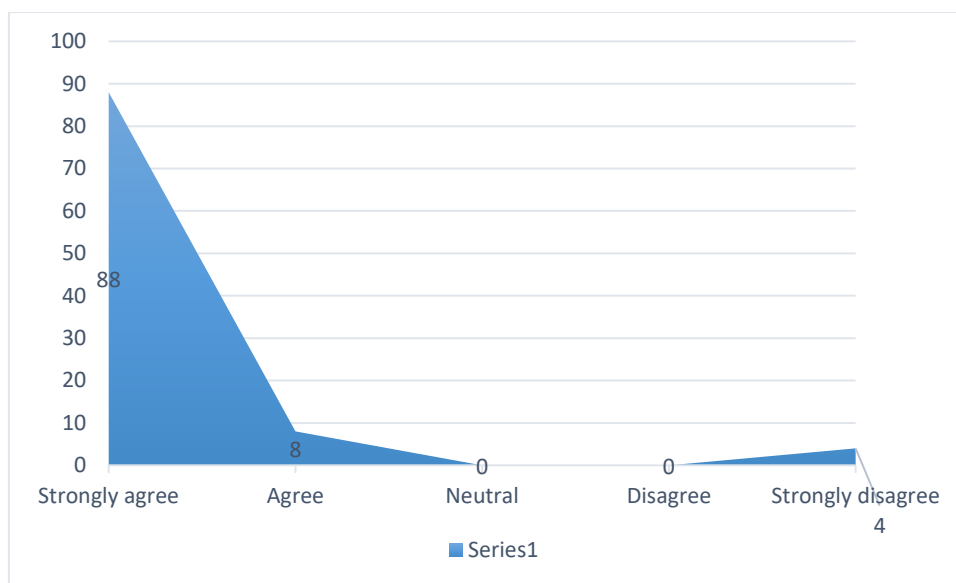


Figure 4.19: Project controls must be implemented at every stage of the project throughout the life cycle of that project

(Author's own construction)

Statement 16: Statements 16, 17, and 18 are about communication and stakeholders. After having identified the stakeholders, it is then easier to rank them according to responsibility, interest and power towards the project.

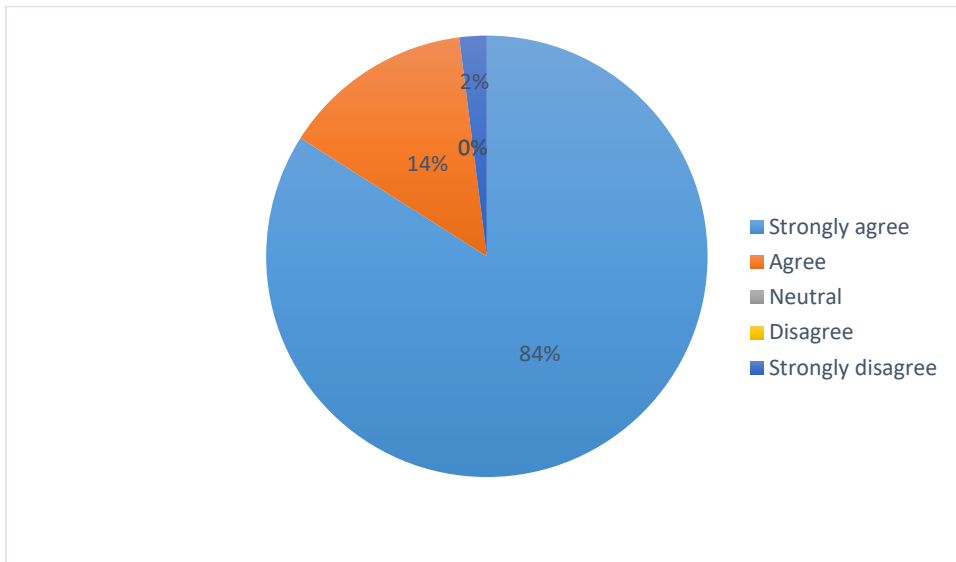
Response: The client is of paramount importance, the respondents quickly agreed with this with 88% of the respondents indicating that they strongly agreed, with 8% agreeing. The 12% said that there are instances where clients do not like being involved in the execution of the project and are only interested in the outcome which gives the project managers and team some leeway on how they can carry out the deliverables.



**Figure 4.20: Engage and correspond regularly with client/customer
(Author's own construction)**

Statement 17: After ranking the stakeholders based on their power, interest and responsibilities towards the execution and completion of the project, the respondents are aware that it is not every bit of information that is shared equally throughout the stakeholders.

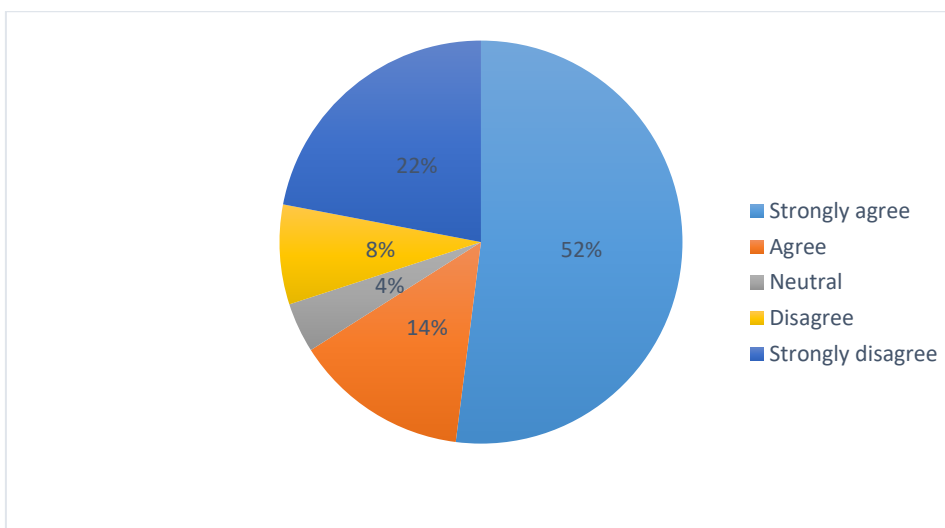
Response: Respondents agreed that this engaging must be tailor-fit for the different stakeholders and the purpose it would serve each of them and 98% of the respondents agreed with the statement.



**Figure 4.21: Inform and engage with stakeholders accordingly
(Author's own construction)**

Statement 18: If there is a need to rank that means there is a possible hierarchy of importance, power, interest, etc. Stakeholders are not equal and do not serve equal power and interest towards the project.

Response: The respondents agreed with this statement. The researcher observed that some of the comments shared were views that affected the operational aspect of the organisation. Some employees felt they were not important and treated with less care than their superiors. The majority had understood that this affected the impact of their responsibility towards the project and its outcome.



**Figure 4.22: Everyone participating in the project is of equal importance
(Author's own construction)**

Statement 19: Once again, depending on their role and tasks, the respondents, particularly the team members, advised that some only needed to be aware of what tasks were expected until they were expected to deliver. Some respondents claimed that they use the tool and had the responsibility to monitor the progress of the project.

Response: 54% of the respondents had been introduced to it, 18% understood how it is used and why it is used, 28% believed it is meant to be used by the project managers and coordinators.

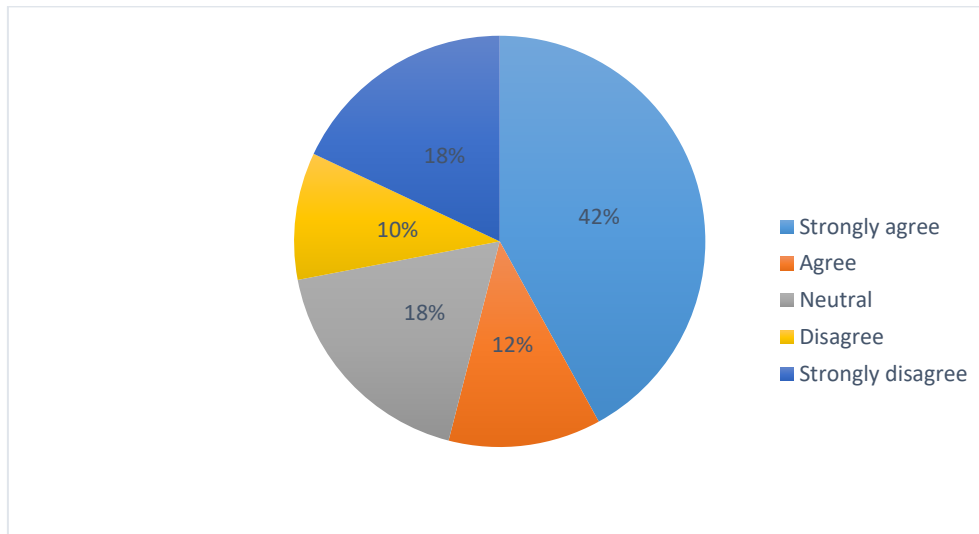


Figure 4.23: We have all been introduced to using the Gantt chart to monitor our progress

(Author's own construction)

Statement 20: The title of this dissertation is about project success. The respondents work in the events industry and apply project management to their work and operations. It was imperative to know if the respondents understood that project management success, which refers to the execution of the project and all project processes, is not the same topic as project success which translates to the project deliverable and its acceptance to the client and/or stakeholders.

Response: 64% of the respondents agreed with the statement, 26% were not sure and 20% disagreed.

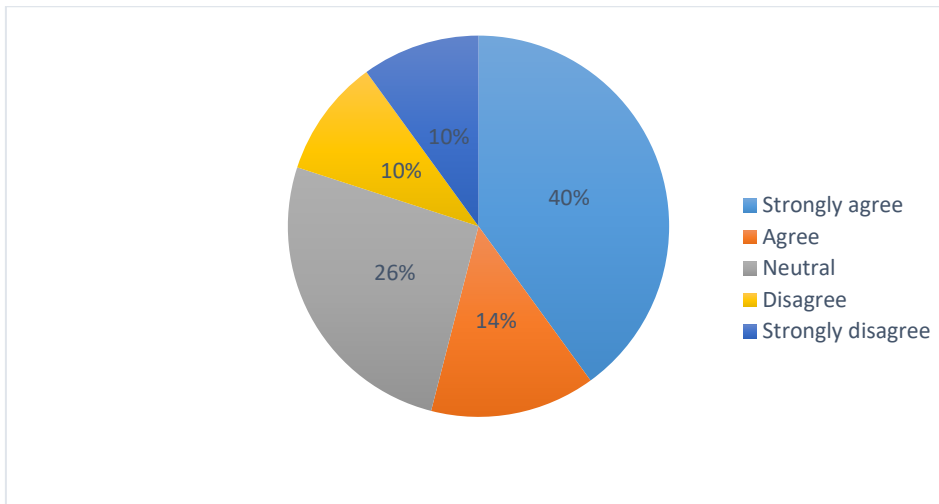


Figure 4.24: Project success is not the same as Project management success
(Author's own construction)

4.2.3 Section C – Open-ended questions

Question 1

The significance of this study, with hopes of this research being published and used as a tool to study at the institution (CPUT) and other institutions, is to create an awareness on the topic of success, the impact played by project controls, how it is vital to choose project controls that work well for specific projects and/or industries, as well as distinguishing between project success and project execution success. This statement suggests that education plays a huge role in shaping the mind, the innovation, which then leads to one being an asset in their respect field of study and work. Respondents believed that both experience and education play pivotal roles in making them knowledgeable and the experts in what they do.

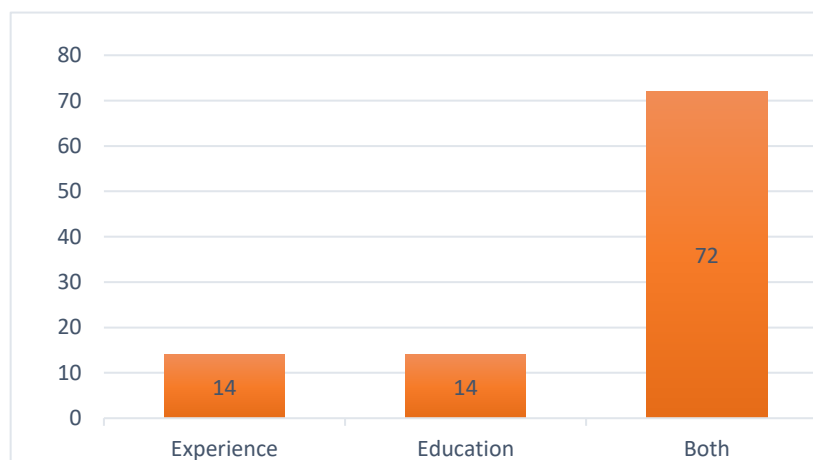


Figure 4.25: What has helped you in your practice?
(Author's own construction)

Question 2

The consensus was quickly evident with respondents agreeing that customer satisfaction was most important and the number one criteria. Understanding what KPI's to use, as suggested in Statement 12, combining that with having a success criterion, enables the project manager to easily evaluate how well or how bad the project execution was and how likely it would be for the deliverable to be acceptable to the client.

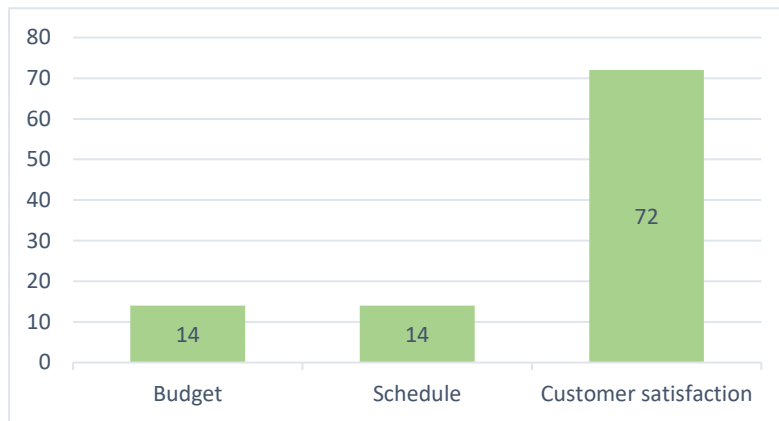


Figure 4.26: What do you use as a criteria for project success?

(Author's own construction)

Question 3

This question proved to be quite interesting. When explaining this question to the respondents, it was difficult for them to separate the operational control tools to those of the project. Majority chose the checklist option as it was easier to use, and it was something they were already making use of.



Figure 4.27: What control tools do you put in place to ensure your project control is effective?

(Author's own construction)

Question 4

The research question “*which project control tools are considered most effective in the Events industry?*” is answered with this question and the question above.

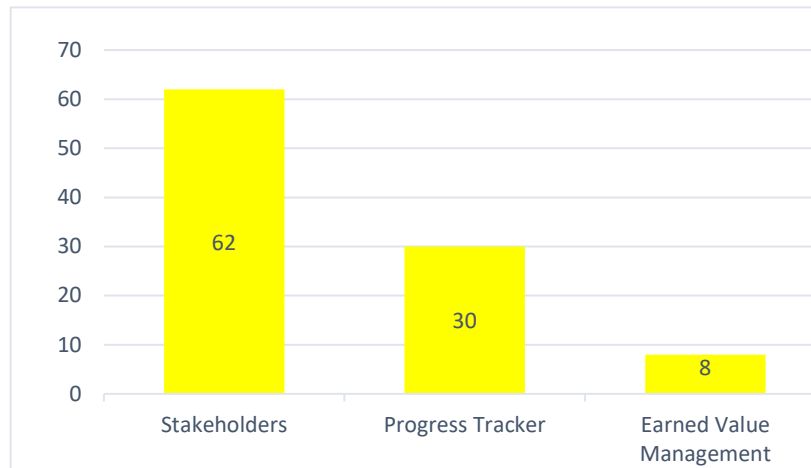


Figure 4.28: How would you enhance probabilities for project success?

(Author’s own construction)

The Likert scale was summarised as under 8 headings. These headings have been discussed in the literature review, some as they are mentioned and some as a collective of topics, which has many headings that contributed to it.

Question 1-5: Milestone

The respondents understood what they are, how they are applied and utilised in projects, their importance, and how they help in interpreting progress of the project.

Question 6-8: Risk

The respondents are well informed of risks, the severity that comes with not mitigating and planning around the risks, and that risks are not equal in magnitude and do not birth same consequences.

Question 9-11: Change management

It is interesting that change in the events industry not necessarily equalling to chances of failure or being an extra expense financially. The use of lessons learned in change management is optional and dependent on the organisation and/or project manager and coordinator if they want to make use of the lessons learned from previous event’s work.

Question 12: KPIs

Respondents knew what they are, how they are applied, what they mean for the project team and the project.

Question 13-15: Project controls

It was important to understand if the entire chosen sample understood what project controls are, how they are utilised to drive the project to the desired completion and success, to be able to distinguish which control methods to be used and when.

Question 16-18: Communication and stakeholder management

Communication is pivotal and practised accordingly by the respondents. They understand how and when to communicate to stakeholders, tailor-fitting the trends of which stakeholder to engage with, when, how and why to communicate to stakeholders.

Question 19: Progress tracker

The respondents understand how to use the Gantt chart, and to translate it as per the project progression.

Question 20: Research objective

The entirety of this research rested on the respondents understanding this statement, and the findings to prove that there is a difference between project management success and project success, so as to correctly distinguish project controls for project success and not for project management success.

4.3 Chapter summary

This chapter unpacked respondents understanding and interpretation of project control, project management, events management and project success. It was interesting to understand how the respondents understood the different academic terms, how processes are applied and how they treat project control. The responses revealed the pivotal role of customer satisfaction in the events industry and how it contributes to the survival of the organisation. The findings further indicated that in the events industry the success of the project lies in the success criteria being met, acknowledging the client's perception and satisfaction of the project deliverable having more ranking on the success criteria.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to determine the reasons that projects in the events industry are completed but are not a success, and what impact and role was played by project control in steering the execution of the project towards the anticipated project success. Furthermore, this research was aimed at exploring project control tools that are utilised and can be utilised in the events industry, to help mitigate the execution of the project to its success. How can Customer satisfaction be used to ensure if project control is effective on the project.

This study acknowledges that each field of study and/or industry has its own criteria for success hence, the lack of consensus amongst the many authors defining success. They are however in agreement that there are factors influencing success and a criteria that helps in formatting success. There are many factors that are considered when determining the success of a project in the events industry, and customer satisfaction was at the top of the criteria amongst other factors considered and affecting the success of a project. This was discovered from the responses gathered from the survey and having conversed with some of the respondents.

5.2 Summary of chapters

Chapter 1 - this chapter summarised the background to the study and what was yet to be discovered.

Chapter 2 - this is where the literature review was laid out and discussed broadly. This included journals that were relating to the topic written by various authors to show how much the topic has been discussed or how little it was discussed, so as to be able to address the objectives of the research. The tools that would be needed and could be used, were listed and discussed.

Chapter 3 - the method of the research employed on this dissertation was planned and decided on in Chapter 1 but was discussed in detail in this chapter. The design and science behind this research were delineated with focus on the relevance and relation towards the topic, its problem statement and research objectives. The target population, the sampling and its technique, and the research method were discussed. Thereafter information on data collection, instruments used, data coding and analysis was offered.

Chapter 4 – this chapter took time to complete due to the delay in getting responses. After having collected the responses, descriptive statistics were formed to simplify the interpretation and findings on the field data which was collected.

Chapter 5 – this was the last chapter of the dissertation. It offers conclusions on the research. The chapter also provides the ethical considerations, recommendations, limitations of the study and proposed future studies.

5.3 Research design and methodology

This research was conducted using both the qualitative and quantitative research methods. The questionnaire was divided into three sections and was designed based on the objectives, research questions and literature review.

5.3.1 Questionnaire

This was the tool used to gather the data field work. It was easy to use for the researcher as well as the respondents. It was convenient to distribute and helped in addressing the questions that were directly and indirectly impacting and related to the topic. The survey uncovered some truth that impact on the events industry. In a way, it had made the respondent think about and reflect on how they conduct their organisation and operations as well as their projects.

5.3.2 Summary of the findings

This part of the dissertation follows the format of chapter 4, to summarise the findings on the above-mentioned chapter.

Section A: Biography

This section assisted in ensuring that the selected respondents had met the necessary requirements to participate and respond to the questionnaire and fit the characteristics of the population. It further enabled an understanding of the depth of information they had, as well as the exposure to the decision making, and aspects of control towards the execution of the projection. These respondents fit the needed sample from the population, Project managers, Project coordinators, team members and an entrepreneur. They had experience in the events management field and were capable in responding to the questionnaire. They had the needed exposure to understand what happens at the decision table and how that affects the execution of the projects and the success of the project thereof.

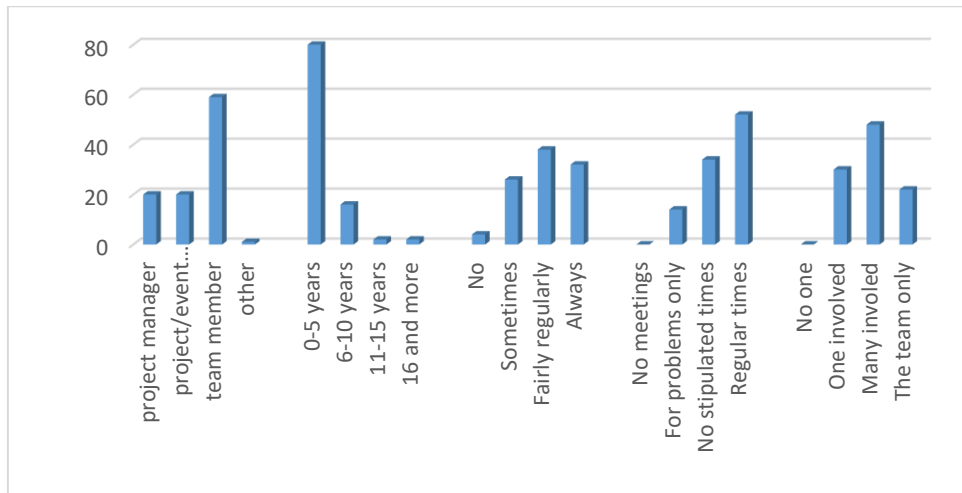


Figure 5.1: Section A- Biography
(Authors own creation)

- **Section B: Likert Scale**

The Likert scale helped in measuring perceptions, opinions and attitudes the respondents of the research population have on the views, statements and information shared on this research and its questionnaire. Most of the aspects shared as statements in this section are subject to what was discussed on the literature review, which is a collection of theory and studies on topics that impact, support and bring light to the objectives of this research. In this scale, the respondents had up to five scales to choose as a ranking for their opinions towards the statements: 1 being Strongly disagree, 2 was Disagree. On the fence was 3 as Neutral, the 4 was Agree whilst 5 was Strongly agree. In the previous chapter a discussion on each statement was provided. In this chapter a summary on the findings is presented. The Likert scale was summarised as under these headings:

- Milestones
- Risk
- Change management
- KPIs
- Project controls
- Communication and Stakeholder management
- Progress tracker
- Main research objectives

These headings have been discussed in the literature review, some as they are mentioned and some as a collective of topics, which has many headings that contributed to it.

Table 5.1: Section B – Likert scale summary - Source: Authors own creation

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	Milestones					
1	We always have project milestones that assist in gauging the progress	54	22	20	2	2
2	We keep all the planned tasks and progress we use progress status reports	64	22	4	8	1
3	We always keep within schedule	20	32	40	6	2
4	Regularly we compared actual and budgeted expenditure for every milestone	44	42	8	6	0
5	Regularly we compare actual tasks compared to projected for each milestone	44	36	16	4	0
	Risk					
6	We do not keep a risk register because it is not essential for our operations	8	10	20	16	46
7	Project control properly executed is critical in reducing if not preventing risks	58	14	18	8	2
8	Communication is not an important risk factor in project control processes	66	16	0	2	14
	Change management					
9	Change of requirements of the deliverables mid execution will change the budget	24	26	22	24	4
10	Changes in the scope mid-term will need adjustments to resources or cause failure	18	28	34	18	2
11	For effective change management you may need the use of lessons learnt register	20	34	36	10	0
	Key Performance indicators (KPIs)					
12	Key Performance indicators (KPIs) are identified and used continuously to assess project performance.	58	34	6	2	0
	Project controls					
13	Project controls are not always necessary because you know the final deliverables of the project from the charter.	6	6	34	16	38
14	The number of hours billed is not a critical indicator that can be used in project control, you can't control labour	22	30	28	8	12
15	Project controls must be implemented at every stage of the project throughout the life cycle of that project	64	22	10	2	2

	Communication and Stakeholder management					
16	Engage and correspond regularly with client/customer	88	8	0	0	4
17	Inform and engage with stakeholders accordingly	84	14	0	0	2
18	Everyone participating in the project is of equal importance	52	14	4	8	22
	Progress tracker					
19	We have all been introduced to using the Gantt chart to monitor our progress	42	12	18	10	18
	Research objective					
20	Project success is not the same as Project management success	40	14	26	10	10

Section C: Open-ended questions

This is where the respondents could share in written form their views and opinions on questions raised.

- **What has helped you in your practice?**

Even though most of the respondents chose both on the comments, it is easy to conclude that the starting point for many of the respondents had been education as it has helped shape their understanding towards their field of work and lines of work. The experience was what made them competitive and enabled them to be better and to progress. This question links to section A of the questionnaire.

- **What project control tools do you put in place to ensure your project control is effective?**

Judging by the tone of response, one can conclude that the events industry is a fast-paced industry. The answers were all centred on how easy and efficient this tool was to use. This tool was common for them.

This question is derived from the sub-objective: *“To identify project control measures that can be applied in the events management industry”*, and answers the research question: *“What warrants a good project control management method in the events industry?”*

- **What do you use as a KPI and criteria for project success?**

Customer satisfaction was chosen because the customer sponsors the project. Other comments noted the organisation to having made customer services as the cornerstone of the business. It would be interesting to learn which other KPIs are used in the organisation and in the industry. This question links with question 12 on section B of the questionnaire, the research question: *“What do you use as a KPI and criteria for project success?”* the respondents acknowledge that they are aware of and make use of KPIs; and sub-objective: *“To promote customer/client satisfaction as part of project success criteria”*.

- **How would you enhance probabilities of project success?**

Majority of the respondents kept mentioning how important it was for everyone who was involved in the project gaining from the execution to the deliverables of the project, how important it was for them to play a role and fulfil whatever responsibility they had and were accountable for.

This question addresses the sub-objective: *“To identify aspects of project control considered most critical in the project execution practise”* and the research question: *“How can project control boost the probabilities of project success?”*

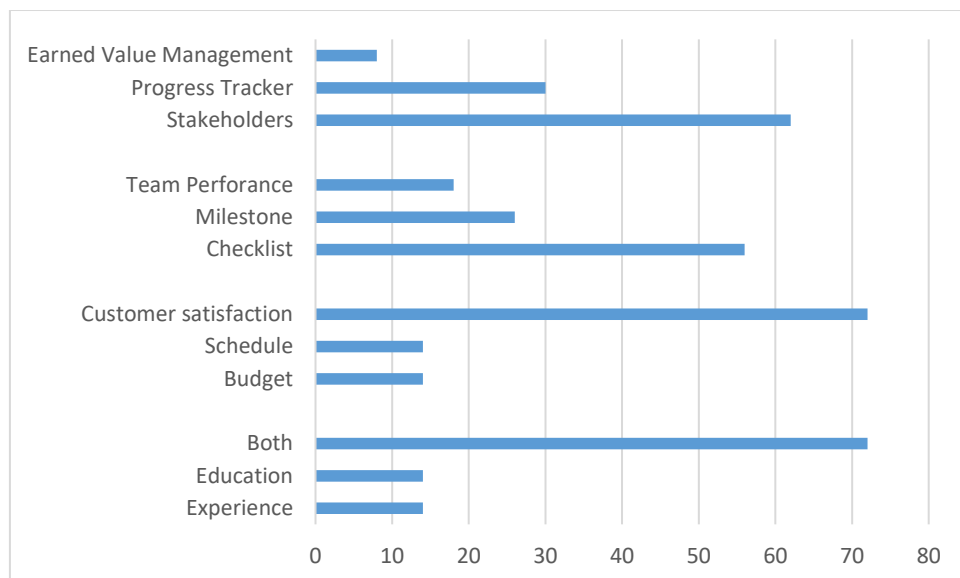


Figure 5.2: Section C: Open-ended questions summary
(Authors own construction)

5.4 Recommendations

Table 5.2: linking the objective, sub-objectives to the recommendations

(Authors own construction)

Relationship between the objective, sub-objectives and recommendations		
Main objective	Research question	Recommendations
To explore ways of ensuring the anticipated project success is achieved through project control		<ul style="list-style-type: none"> - Distinguish between project success and project execution success as they do not come to the same conclusion. - Distinguish between project success and project execution success as they do not come to the same conclusion.
Sub-objectives		
To promote customer/client satisfaction as part of project success criteria	What do you use as a KPI and criteria for project success?	<ul style="list-style-type: none"> - Success criteria – after noting customer satisfaction, identify other factors that are specific to your project that contribute towards project success
To identify aspects of project control considered most critical in the project execution practise	What warrants a good project control management method in the events industry?	<ul style="list-style-type: none"> - Stakeholder identification, classification and management – now how to approach, treat and communicate with the stakeholders according to their power and interest in the project deliverables and/ or its execution. Find the right communicate to share, at the right time. - KPIs (key Performance Indicators) – it is vital that the organisation finds and sets clearly the KPIs for their project.
To identify project control measures that can be applied in the events management industry.	How can project control boost the probabilities of project success?	<ul style="list-style-type: none"> - Project control tools – there are many out there that can be used, they are not limited to the few that was mentioned and discussed on this dissertation, find the ones that work better for your organisation and project.

5.5 Ethical considerations

Ethical clearance was granted by the institution. Proceedings and conduct of this research was performed having followed and adhered to the ethical considerations. Not only was permission requested from the respondents, they were made aware of what they were getting themselves into before they could participate. All questions and concerns were addressed by the researcher.

5.6 Limitations

Information had to be collected and centred on project management and events management. The respondents of the survey-questionnaire were specifically from the events industry. Even though there were people who had qualified and had knowledge on the subject in the questionnaire, they could not participate as they were not from the events industry. Field work was completed only on one organisation, having understood that the respective organisation does not represent or replace all organisations under the umbrella of the events industry.

5.7 Conclusion

The title of this research asserted on finding relationship and impact of project control towards project success. With the help of the questionnaire, it can be concluded that the respondents are able to differentiate between project execution success and project success, which should be the first step of determining the project success. They have also acknowledged the need to have project controls tailored for the project specifically, to manage the execution and lead the execution towards the anticipated success. This study was implemented in the events industry. The research questions were aimed at collecting answers for and from the industry. Tools and aspects affecting project control in the events industry were identified and discussed in the literature review and in the questionnaire. Ways to improve chances of attaining the anticipated project success were brought to light in the questionnaire.

5.8 Future studies

It would be necessary for future studies to investigate the Earned Value Management. The EVM is a powerful and useful project control tool that can be used in project management and any project in any discipline. The study could elaborate on the advantages of this tool, how it can assist in project execution in the 21st century and establish how much of awareness is there for the tool.

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APPENDIX A: TURNITIN REPORT

The Impact of Project Control on Project Success in the Events Industry in Cape Town.

ORIGINALITY REPORT

10%

SIMILARITY INDEX

8%

INTERNET SOURCES

2%

PUBLICATIONS

6%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Cape Peninsula University of Technology Student Paper	1%
2	vital.seals.ac.za:8080 Internet Source	1%
3	etd.cput.ac.za Internet Source	<1%
4	ir.cput.ac.za Internet Source	<1%
5	Submitted to University of Pretoria Student Paper	<1%
6	www.coursehero.com Internet Source	<1%
7	"The Wiley Guide to Managing Projects", Wiley, 2004 Publication	<1%
8	scholar.sun.ac.za:443 Internet Source	<1%

APPENDIX B: ETHICAL CLEARANCE



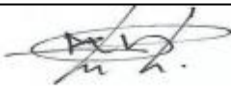
P.O. Box 1906 | Bellville 7535
Symphony Road Bellville 7535
South Africa
Tel: +27 21 4603291
Email: fbmsethics@cput.ac.za

Office of the Chairperson Research Ethics Committee	FACULTY: BUSINESS AND MANAGEMENT SCIENCES
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The Faculty's Research Ethics Committee (FREC) on **3 May 2022**, ethics **APPROVAL** was granted to **Thembela Sidlayiya (213306468)** for a research activity at the Cape Peninsula University of Technology for **M Tech: Business Administration (Project Management)**.

Title of project:	The Impact of Project Control on Project Success in the Events Industry in Cape Town
	Researcher (s): Mr S Fore

Decision: APPROVED

	6 May 2022
Signed: Chairperson: Research Ethics Committee	Date

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the CPUT Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study requires that the researcher stops the study and immediately informs the chairperson of the relevant Faculty Ethics Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines, and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, notably compliance with the Bill of Rights as provided for in the Constitution of the Republic of South Africa, 1996 (the Constitution) and where applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003 and/or other legislations that is relevant.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after two (2) years for Masters and Doctorate research project from the date of issue of the Ethics Certificate. Submission of a completed research ethics progress report (REC 6) will constitute an application for renewal of Ethics Research Committee approval.

Clearance Certificate No | 2022_FBMSREC 015

APPENDIX C: CONSENT TO PARTICIPATE IN A RESEARCH STUDY



CONSENT TO PARTICIPATE IN A RESEARCH STUDY

Category of Participants (tick as appropriate):

Staff/Workers	<input checked="" type="checkbox"/>	Teachers	<input type="checkbox"/>	Parents	<input type="checkbox"/>	Lecturers	<input type="checkbox"/>	Students	<input type="checkbox"/>
Other (specify)	<input type="checkbox"/>								

You are kindly invited to participate in a research study being conducted by Thembela Sidlayiya from the Cape Peninsula University of Technology. The findings of this study will contribute towards (tick as appropriate):

An undergraduate project	<input type="checkbox"/>	A conference paper	<input type="checkbox"/>
An Honors project	<input type="checkbox"/>	A published journal article	<input type="checkbox"/>
A Masters/doctoral thesis	<input type="checkbox"/>	A published report	<input type="checkbox"/>

Selection criteria

You were selected as a possible participant in this study because you:

- (a) Have experience needed for the case study
- (b) Available to the researcher

The information below gives details about the study to help you decide whether you would want to participate.

Title: *The Impact of Project Control on Project Success in the Events Industry in Cape Town.* My name is Thembela Sidlayiya, a registered MTech Business Administration in Project Management student, studying at the Cape Peninsula University of Technology. I am engaged in a research study entitled: *The Impact of Project Control on Project Success in the Events Industry in Cape Town.* This questionnaire requires the volunteering party to complete the

questionnaire truthfully according to what they know and have experienced I am writing to request your permission to collect information from you using this questionnaire. Your identity is protected and your responses are confidential. Please do not write your names. You are free to withdraw from this survey at any time if you are not comfortable.

The questions will take 10-15 minutes to complete.

To participate kindly answer the questions on the questionnaire.

You are invited to contact the researchers should you have any questions about the research before or during the study. You will be free to withdraw your participation at any time without having to give a reason.

Kindly complete the table below before participating in the research.

Tick the appropriate column		
Statement	Yes	No
1. I understand the purpose of the research.		
2. I understand what the research requires of me.		
3. I volunteer to take part in the research.		
4. I know that I can withdraw at any time.		
5. I understand that there will not be any form of discrimination against me as a result of my participation or non-participation.		
6. Comment:		

Please sign the consent form. You will be given a copy of this form on request.

Signature of participant	Date

Thank you for your responses.

Regards

Thembele Sidlayiya

Contact details: 0785783822

SECTION A

BIOGRAPHY Indicate with an X in the relevant box and fill in the blanks.

1. What is your position in the organisation?

Project manager	Project Administrator	Project team members	Other
------------------------	------------------------------	-----------------------------	--------------

2. Other – if other please specify.....

3. How long have you served in such a position?

0 - 5 years	6 – 10 years	11 – 15 years	16 – more years
-------------	--------------	---------------	-----------------

4. Are you involved in project team meetings?

No	Sometimes	Fairly regularly	Always
----	-----------	------------------	--------

5. How regular are your project team meetings?

No meetings	For problems only	No stipulated times	Regular times
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SECTION B

2.1 Please rate your response to the following question from 5-1 equalling to strongly agree – strongly disagree

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	We always have project milestones that assist in gauging the progress	5	4	3	2	1
2	We keep all the planned tasks and progress, we use progress status reports	5	4	3	2	1
3	We always keep within schedule	5	4	3	2	1
4	Regularly, we compare actual and budgeted expenditure for every milestone	5	4	3	2	1
5	Regularly we compare actual tasks compared to projected for each milestone	5	4	3	2	1

6	We do not keep a risk register because it is not essential for our operations	5	4	3	2	1
7	Project control properly executed is critical in reducing if not preventing risks	5	4	3	2	1
8	Communication is not an important risk factor in project control processes	5	4	3	2	1
9	Change of requirements of the deliverables mid execution will change the budget	5	4	3	2	1
10	Changes in the scope mid-term will need adjustments to resources or cause failure	5	4	3	2	1
11	For effective change management you may need the use of lessons learnt register	5	4	3	2	1
12	Key Performance indicators (KPIs) are identified and used continuously to assess project performance.	5	4	3	2	1
13	Project controls are not always necessary because you know the final deliverables of the project from the charter.	5	4	3	2	1
14	The number of hours billed is not a critical indicator that can be used in project control, you can't control labour	5	4	3	2	1
15	Project controls must be implemented at every stage of the project throughout the life cycle of that project	5	4	3	2	1
16	Engage and correspond regularly with client/customer	5	4	3	2	1
17	Inform and engage with stakeholders accordingly	5	4	3	2	1
18	Everyone participating in the project is of equal importance	5	4	3	2	1
19	We have all been introduced to using the Gantt chart to monitor our progress	5	4	3	2	1
20	Project success is not the same as Project management success	5	4	3	2	1

SECTION C

For the following questions, please choose and elaborate.

What has helped you in your practise?

- a) Experience
- b) Education
- c) Both

.....

.....

.....

.....

What do you use as a KPI and criteria for project success?

- a) Budget
- b) Schedule
- c) Customer satisfaction
- d) Other

.....

.....

.....

.....

What project control tools do you put in place to ensure your project control is effective?

- a) Checklist
- b) Milestones
- c) Team performance
- d) Other:- (Please elaborate below)

.....

.....

.....

.....

How would you enhance probabilities of project success?

- a) Stakeholders engagement
- b) Progress tracker
- c) Earned Value Analysis
- d) Other (please specify)

.....

.....

.....

.....

.....

Thank you very much for your time. Your participation is highly appreciated.

APPENDIX D: EDITING CERTIFICATE

NERESHNEE GOVENDER COMMUNICATIONS (PTY) LTD

REGISTRATION NUMBER: 2016/369223/07

DR NERESHNEE GOVENDER (PhD)

WRITING PRACTITIONER • EDITOR • COPYWRITER • TRAINER

PG DIP HIGHER EDUCATION - Academic Developers (Cum laude)

PhD-Management Sciences

M-Tech Public Relations

B-Tech Public Relations (Cum laude)

B-Tech Journalism (Cum laude)

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22/08/2022

THEMBELA HOPE SIDLAYIYA

Cape Peninsula University of Technology

sidlayiyas19@gmail.com

RE: EDITING CERTIFICATE

FOCUS AREA: THE IMPACT OF PROJECT CONTROL ON PROJECT SUCCESS IN THE EVENTS INDUSTRY IN CAPE TOWN

Dissertation (course-based degree with 50% dissertation) submitted in partial fulfilment of
the requirements for the degree

Master of Technology: Business Administration in Project Management

in the Faculty of Business and Management Sciences

This serves to confirm that this thesis has been edited for clarity, language and layout.

Kind regards,



Nereshnee Govender (PhD)