4. Data Analysis

4.1 Logical Analysis

Introduction: Researcher has discussed few individual key questions with one or two level observations through logical analysis. Please note: The question number appearing are as per the Appendix A.

Q1. Does it help if you are aware of Client Organizations’ Values, Vision, Mission, and Goal when you get involved in the project?

Analysis:

Observation 1:

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>0%</td>
<td>7%</td>
<td>27%</td>
<td>23%</td>
<td>43%</td>
</tr>
</tbody>
</table>
Observation 2:

Graph 1: Observation for Question 1 (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:
Based on the two levels of observation: 34% respondents fall into Disagree or somewhat agree. Next level of analysis arrives at the conclusion the Project Management experience is critical to a project based on its complexity. As 0-10 years experience Project Managers still fall in category of who Disagree or Somewhat agree.

Based on researcher experience too, it is utmost importance to understand the Values, Vision, Mission, and Goal of the organization. A clear understanding and necessary alignment towards the project which suits the organization lays the strong foundation for the project.

The 70% respondent’s agreement is very encouraging which will help in real world high number of Programs/projects close to its intended output.

Analysis:

Observation 1:

Table 19: Observation for Question 2A

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>3%</td>
<td>17%</td>
<td>30%</td>
<td>30%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 2: Observation for Question 2A (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)
Inference:
This question is two staged:
1. Identifying the opportunities & Threats
2. By analyzing the external stakeholders

Researcher finds this gap based on his experience, due to which the winning ratio of an organization are low or whereas the WON program/project are under performing.

In strategic planning process a key analysis is carried out in which external opportunities are matched against the internal strengths of an organization while working around the external threat against internal weaknesses.

Stakeholder analysis is key for any program/project to succeed and achieve results. Lot of emphasis has been given on the framework proposed by the researcher.

If organization does not spend time on performing these analyses in later stages of the program/project they are found inadequate in terms of delivering the program/project as per its intended output.

The 50% respondents agreed is encouraging about analysis being carried out before responding the RFI/RFP/RFQ of the program / project.

Q2B. "Did you/your team carry out in-depth study of Stakeholder (Internal in terms of Strength & Weaknesses) before responding to RFI/RFP/RFQ of the program / project? Internal Stakeholder high level list includes: Employees, Department owner, senior management, Business owners, Technology owners, Process owners."

Analysis:
Observation 1:

Table 20: Observation for Question 2B

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0%</td>
<td>7%</td>
<td>43%</td>
<td>33%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 3: Observation for Question 2B (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:

This question is two staged:
1. Identifying the internal strengths & Weaknesses
2. By analyzing the Internal stakeholders

Researcher view is unless one does this analysis against external opportunity or threats; an organization cannot even make an attempt to bid for the program/project. As the competition is so fierce any gap in this exercise will make the company suffer in short/long term.
Also strategically it provides alternatives to be evaluated which allows an organization to select best suited for the program/project.

The 50% respondents agreed about such analysis being carried out before responding the RFI/RFP/RFQ of the program / project is encouraging.

This provides basis where Program/Project Managers are on correct path to go across the industry where this analysis will become a practice in itself for an organization.

Q3. "Were you aware off Customer / Client Organization clearly stated Financial & Strategic objectives for the project.
A. Financial Objectives: Concern the financial results & outcomes that management wants the organization to achieve
B. Strategic Objectives: Relate to outcomes that strengthen an organization’s overall business position & competitive vitality."


Analysis:

Observation 1:

Table 21: Observation for Question 3

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>17%</td>
<td>7%</td>
<td>27%</td>
<td>30%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Observation 2:

Graph 4: Observation for Question 3 (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:
The question intended to show case the difference aspect of financial objectives and strategic objectives and how an organization juggles between them. It is crucial for the program/project leadership team to have it cleared at the start itself.

Researcher feels lot of communication should happen to clarify these and all these inputs should be validated if the leadership team imbibes them in planning stage itself to avoid later stoppages or varied outcomes.

The observation of 50% respondents being fully aware of these is encouraging for an organization as unawareness will cause re-work or limited success to the program/project rolled out.
Q7. One of the key objectives/drivers for Customer / Client Organization for initiating the Program / Project are

Response option:

"1. Cost Reduction
2. Reduction in Total Cost of ownership
3. Working out new Value proposition"

Analysis:

Observation:

Graph 5: Observation for Question 7

Inference:
Key drivers for initiating a Program/project are one of the three in IT industry. It is important for leadership team to get it clear before they start any planning exercise as it will roll out the scope, cost, time, quality, risk parameters. Each option has its own set of strategies with respect to an organization.
Q9. Does the Core project/program leadership team (Project Lead /Project Manager/Program Manager/Delivery Manager) clearly understand the vision of IT organization they belong to.
Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree".

Analysis:

Observation 1:

Table 22: Observation for Question 9

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>3%</td>
<td>23%</td>
<td>47%</td>
<td>27%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 6: Observation for Question 9 (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)
Inference:
74% respondents fully agree which is a good sign for an organization but need for continuous focus to increase as it will give an understanding to all and appreciate the alignment of own organization vision when they bid for a new program/project.

Q10. "Does the Core project/program leadership team have a clear focus on satisfying Customers Customer?

[(Three level definition): First Level: Just satisfying the requirements as provided, Second Level: Making sure End user is able to utilize it, Third level: Also making sure End user's customer requirements]"
Response Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 23: Observation for Question 10

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>20%</td>
<td>17%</td>
<td>33%</td>
<td>30%</td>
</tr>
</tbody>
</table>
Observation 2:

Graph 7: Observation for Question 10 (X- Axis: Band of yrs. of experience, Y- Axis: Count of Respondents)

Inference:
One of the best ways to assure about the success is to satisfy customer’s customer for a given program/project. It gives an ability to envision the bigger picture and clarity to leadership team on the program/project objectives. It is a difficult exercise for IT industry as the requirement is to understand the business of client organization with its impacts and then translate back into IT terminology. The organization like Accenture, IBM are bit ahead as they have started with consulting and backward integrated themselves into as IT service providers whereas likes of TCS, Infosys, Wipro are not too far behind as they have made investment in hiring and training the staff in the business domains and forward integrated themselves in the value chain.

IT companies still are stuck in operational success (Scope, Time and cost) deliverables rather than integrating the bigger picture in its planning and driving it strategic aspect to provide the benefits of the program/project to customer’s customer. IT Industry is far away to inculcate this as a habit as it requires behavior change which will take time. But the response is encouraging and stimulus is present and steps can be taken on this foundation and organization can move forward in this area as well. Hence, respondent group of around 63% agreeing is encouraging.
Q11. Does the Core project/program leadership team have the focus on satisfying to Customer's Usability for the product/service offered?
Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 24: Observation for Question 11

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>40%</td>
<td>27%</td>
<td>33%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 8: Observation for Question 11 (X- Axis: Band of yrs. of experience, Y- Axis: Count of Respondents)
**Inference:**
Intention of this question is to find the focus of the team on the usability aspect of the program/project output.

Usability improvement is directly proportional to satisfied users but today the focus is on traditional operational parameters take precedence over this aspect and where the program/project fail to deliver the value intended out of it.

Here the domain experts have to play an competitive advantage for an organization as they are the one who are the closest to understand what user are looking as output. The challenge for domain expert is two folds: a) Understanding the users’ perspective b) Translating it into IT requirements.

But the leadership team has to support the usability focus within the team as it proves decisive for the program/project to be successful.

64% respondents are focused on the usability aspect is encouraging.

**Q12. IT Organization’s value focus for the project (Select any one)**

"1. Skill set provider (Example: Just provide 10 Java skill set resources)

2. Process Driver (Example: Owning the delivery team in terms of Management.)

3. Solution Provider (Example: Consulting, setting up team & managing it too)

4. Business Result Ownership (Example: work as partners)

5. Any other, please specify"

**Analysis:**
Observation:

Graph 9: Observation for Question 12

Inference:
Based on selection above decision is taken on what level of staff is required for the program/project. As each level the involvement of an organization at strategic level increases. Also based each option organization capabilities (Internal strengths and weaknesses) are valued and accordingly clients RFP/RFQ’s are responded.

Currently as IT industry is maturing the program/projects are based on option 3 and 4 (Respondents 67% justifies the trend) which requires strategic thinking and game plan for an organization to remain competitive in market place in today’s IT world.
Q13 F. How do you rate the success of Stakeholder Management done for the project / program.
Response options: "1. Neglected, 2. below par, 3. at par, 4. above par, 5. Excellent"

Analysis:

Observation 1:

Table 25: Observation for Question 13 F

<table>
<thead>
<tr>
<th></th>
<th>Neglected</th>
<th>Below par</th>
<th>At par</th>
<th>Above par</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observations</td>
<td>0%</td>
<td>3%</td>
<td>30%</td>
<td>57%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 10: Observation for Question 13 F (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:
97% respondents fall in the category of At par and above. Researcher view is if this understanding was translated into delivery of program/projects very few failures will be encountered. In reality, IT Industry reach is excellent with IT departments of the client but they fail miserably to take care of the business stakeholders who are the
real beneficiaries. Due to this the gap which broaden as the life cycle of the program/project moves forward, stakeholders in later stage give leadership hard time by causing roadblocks which even cause adjourning of program/projects in middle.

Q13 G. End user usability criteria fulfilled at the end of project for the product/service offered?
Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 26: Observation for Question 13 G

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>13%</td>
<td>17%</td>
<td>53%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 11: Observation for Question 13 G (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)
Inference:
77% respondents agree to the fact of fulfilling the end user usability criteria. Researcher respects the findings but in his view wide gap still exist in delivering the end user usability criteria. Multiple time it is seen that the workaround mechanism are followed by user community as the product/service output does not incorporate the functionality.

Q14. IT Organization undertakes a Qualification exercise for the opportunity (Even if it is an existing relationship):

A. Customers Details

Q14 A v. In-depth understanding and Verification of the Scope set out in the program/project
Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 27: Observation for Question 14A v

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>7%</td>
<td>23%</td>
<td>27%</td>
<td>43%</td>
</tr>
</tbody>
</table>
Observation 2:

Graph 12: Observation for Question 14 A v (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:
70% respondents fully agree in understanding and verification of the scope for a program/project. These at least provide the program/project with foundation for operational success and steps towards strategic alignment. Now-a-days it is common to have moving scope which brings complexity to entire delivery team to have proper verification mechanism in place to make sure the program/project is in correct path.

Researcher view is the experience of project manager comes into play as first generation project manager face the heat internal to organization or from client. But a seasoned project manager with proper training is better equipped to handle the scope understanding and verification exercise which helps in final delivery.
Q14 A vi. Detail out the Risk profile and accordingly put in place Risk Management plan

Response Options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 28: Observation for Question 14 A vi

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>20%</td>
<td>30%</td>
<td>20%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 13: Observation for Question 14 A vi (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)
**Inference:**
Risk profile and risk management being performed in the program/project gives us primary reason of why we have high number of failures or limited success for a program/project. The risk management is throughout lifecycle of program/project above it requires full support from top management to overcome the challenges which comes up due to risk identified.

50% respondents agree which is very healthy sign for an organization.

**Q14 B. IT Organization Focus areas**

**Q14 B iii. SWOT analysis against competitors offering the same product / services**

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

**Analysis:**

**Observation 1:**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>17%</td>
<td>37%</td>
<td>23%</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>

Table 29: Observation for Question 14 B
Observation 2:

Graph 14: Observation for Question 14 B (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

**Inference:**
53% respondents agree is a very healthy sign for an organization to do introspect on the opportunity which has come its way.

**Q14 C Structure**

**Q14 C v.** When rendering services, organization is flexible enough to be integral part (completely aligned) of the Client organization structure for successful Strategic execution

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

**Analysis:**
Observation 1:

Table 30: Observation for Question 14 C v

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>3%</td>
<td>23%</td>
<td>43%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 15: Observation for Question 14 C v (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:

73% respondents agree is a healthy sign for an organization.
Structure flexibility gives an organization an edge in reducing the implementation cycle time for the program/project with desired results.
Q14 C vi. Governance structure required at all phases of project is well defined in time with required roles & responsibilities at all levels.
Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 31: Observation for Question 14 C vi

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>7%</td>
<td>27%</td>
<td>40%</td>
<td>27%</td>
<td></td>
</tr>
</tbody>
</table>

Observation 2:

Graph 16: Observation for Question 14 C vi (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:
67% respondents' agreement in various experience bands is good sign for an organization.
Governance structure forms the basis of flow of information from top to bottom and vice versa.

**Q14 D  Shared Values (Culture)**

**Q14 D ii.** Is the culture compatible with the employee’s diversity of backgrounds?

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

**Analysis:**

**Observation 1:**

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>13%</td>
<td>17%</td>
<td>50%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Observation 2:

Graph 17: Observation for question 14 D (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:
70% respondents agree which is healthy sign for an organization. Culture compatibility is vital ingredient for a team to achieve objectives. Team constitutes of various individual members coming from different educational, place, and language.

Q14 D v. Does the Emerging or well defined & established culture composed of shared beliefs, expectations, & Values
Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:
Observation 1:

Table 33: Observation for Question 14 D v

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>17%</td>
<td>30%</td>
<td>43%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Observation 2:

**Graph 18: Observation for Question 14 D v (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)**

**Inference:**
It looks like the respondents are almost 50-50. Focus should be put in by an organization to address this and increase the response to agreement which will drive the results positively and have an common shared values culture running through an organization.

**Q14 E Staff**

**Q14 E vi.** Career map is known to an individual when he/she joins the organization irrespective of his/her designation of joining

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"
Analysis:

Observation 1:

Table 34: Observation for Question 14 E vi

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>7%</td>
<td>20%</td>
<td>53%</td>
<td>13%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 19: Observation for Question 14 E vi

Inference:
16% respondents’ agreement is a cause of worry. At least the experience professionals who have spent 5 plus years in an organization should have the support system available who can guide them to career which they aspire to have in their professional world. The balance scorecard at individual level should identify the strengths of an individual and opportunities should be given and made an advantage for the program/project.
Q14 E vii.  In IT Industry, an immediate boss plays a vital role in an individual's growth when moving from one project to another project. Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 35: Observation for Question 14 E vii

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>3%</td>
<td>23%</td>
<td>27%</td>
<td>47%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 20: Observation for Question 14 E vii (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)
Inference:

70% respondents agreement clearly shows that the leaders at all level need to be aware of this. It is vital to have the roadmap prepared for the subordinates.

Q14 E xiii. Staff turnover & attrition handled appropriately in project to minimize the effect on the outcome of the project.

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 36: Observation for Question 14 E xiii

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>40%</td>
<td>50%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 21: Observation for Question 14 E xiii (X- Axis: Band of yrs. of experience, Y- Axis: Count of Respondents)
**Inference:**

This is crucial factor in knowledge industry like IT. Over a period of time an associate gains knowledge of the program/project he/she is working on. Process oriented organization has to cause transition from time to time and rotate an individual to remove him from monotonous job to new challenging assignment to avoid attrition in the team.

**Q14 E xiv.** Is the Team motivation level consistently high.

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

**Analysis:**

**Observation 1: Table 37: Observation for Question 14 E xiv**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>10%</td>
<td>43%</td>
<td>37%</td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>

**Observation 2:**

**Graph 22: Observation for Question 14 E xiv (X- Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)**
Inference:

Motivation is a need of every individual. It is encouraging to find 47% respondents agree about the level being high.

Q14 F Skills

Q14 F iv. Leadership skills are closely monitored & evaluated at various leadership position during entire lifecycle of the project.

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 38: Observation for Question 14 F iv

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>7%</td>
<td>33%</td>
<td>40%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Observation 2:

Graph 23: Observation for Question 14 F iv (X- Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:

This is vital for any organization who wants to succeed in today's competitive environment. 60% respondents agree is encouraging. As leadership skill has to be monitored as unsuitable leader can ruin the moral of the team and faith of customer. So it is utmost important to gauge and have continuous improvement in this parameter.

Q14 F iv. Project skill level adequate

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1: Table 39: Observation for Question 14 F iv

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>17%</td>
<td>50%</td>
<td>27%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Observation 2:

Graph 24: Observation for Question 14 F v (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:

34% respondents agree is a worry for any project. As technical, domain, project management skills are vital for any IT project to start its path to success. Organization should spend time on forming a team and staffing the project with required skills.

Q14 G Style

Q14 G i. Management commitment & follow through with strategies adequate during the life cycle of the project

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:
Observation 1:

Table 40: Observation for Question 14 G i

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0%</td>
<td>13%</td>
<td>33%</td>
<td>33%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 25: Observation for Question 14 G I (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)

Inference:

53% respondents agree is an encouraging sign. It is important for a team on ground to have support from Management committee. It gives an immense confidence to take fast and calculated risky decisions by the team.
Q14 G ii. Are the underlying assumptions & premises continuously monitored for its validity during entire life-cycle of the project.

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 41: Observation for Question 14 G ii

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>20%</td>
<td>30%</td>
<td>40%</td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>

Observation 2:

Graph 26: Observation for Question 14 G ii (X- Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)
Inference:

50% respondents agree is encouraging. It is utmost important to keep on validate them from time to time and whenever leaders are taking any decision.

**Q14 H Performance Management**

**Q14 H iii** Did you observe significant usability challenges

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

**Analysis:**

**Observation 1:**

**Table 42: Observation for Question 14 H iii**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>0%</strong></td>
<td>0%</td>
<td>40%</td>
<td>37%</td>
<td>23%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Observation 2:**

**Graph 27: Observation for Question 14 H iv (X- Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)**
Inference:

40% respondents did not find any usability challenges is a healthy sign. This percentage has to improve considerably to have increasing number of projects/program to qualify in successful category according to Usability definition.

Q14 H viii  Communication channels are well establish & utilised between all stakeholders during the entire life-cycle of the project

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 43: Observation for Question 14 H viii

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>3%</td>
<td>27%</td>
<td>53%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 28: Observation for Question 14 H viii (X- Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)
Inference:

Secondary data collection has revealed failure due to communication is a common reason across industries. 70% respondents agree is a very healthy sign. As the communication aspect with all stakeholders during the entire life cycle of project is very important for success of the project/program.

Q14 H ix  Project Operational success parameters constantly monitored (Realization, Utilisation, Financial Leverage, etc)

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation:

Table 44: Observation for Question 14 H ix

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>7%</td>
<td>27%</td>
<td>50%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Graph 29: Observation for Question 14 F ix (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)
Inference:

67% respondents agree. Operational parameters are to be minutely tracked as they form the means for Project slippages.

Q14 H xiii  How do you rate your Project Management Office on a scale of 1-5 (5 being highest) to fulfill your strategic objective of the project

Response options: 1-5 (5 being highest)

Analysis:

Observation:

Table 45: Observation for Question 14 H xiii

<table>
<thead>
<tr>
<th>Rating 1</th>
<th>Rating 2</th>
<th>Rating 3</th>
<th>Rating 4</th>
<th>Rating 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>17%</td>
<td>20%</td>
<td>40%</td>
<td>23%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Inference:

63% respondents fall in Rating 3&4 shows that PMO setups in organization are finally contributing in the strategic objectives of the project. This function is critical to an organization as it oversees “n” number of projects at the same time and learns from past project and gives an outside view for the team executing the projects at appropriate stage of the project.
Q14 I Intrapreneur / Intrapreneurship

Q14 I iii  Does the program / project leadership team (Program Director, Sales Owners, Program Managers, Delivery Managers, Project Managers, Program/Project Management Office) understands in totality the responsibility as Intrapreneurs they are performing as a team for the organization.

Response options: "1. strongly disagree, 2. Disagree, 3. somewhat agree, 4. Agree, 5. strongly agree"

Analysis:

Observation 1:

Table 46: Observation for Question 14 I iii

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>30%</td>
<td>33%</td>
<td>33%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Observation 2:

Graph 30: Observation for Question 14 I iii (X-Axis: Band of yrs. of experience, Y-Axis: Count of Respondents)
**Inference:**

36% respondents agreement has to improve. As these leaders cannot have a mindset of job and perform these leadership roles for organization to grow and compete to be the best. They have to feel as they are running a business of its own with corporate support and run the show. Also it cannot be done by an individual, it has to be a chain of leaders at all level which need to cultivate this attitude and perform the functions they are required to do in the organization with intrapreneurial mindset. This will provide the organization an extra edge in globalised world.
4.2 HYPOTHESES

Hypothesis is an assumption about a population. As described in earlier chapter, sampling enables to draw an inference about a population. The inferences are pertaining to certain hypothesis.

1) The sample considered for the research is 30 project management experts.
2) Normality is assumed for each hypothesis.

Hence t-test is being used. The type of t-test used is one-tailed, since hypothesis are one directional. i.e. Testing the calculated score with cut-off point.

The inference out of the population based on a sample can be drawn using student’s t distribution whose random variable is given by the following formula where n is the sample size:

\[
t = \frac{(\text{Xbar} - \mu)}{(\sigma/\sqrt{n})}
\]

follows the t Distribution with (n-1) degree of freedom

Where, \( \mu = \) Population Mean
\( \sigma = \) Standard Deviation
\( n = \) Sample Size used for the study

As per the one-tailed hypothesis, rejection rule for the hypothesis will be \( t_{\alpha,n-1} < \text{Cal t} \), where \( \alpha \) is 0.01.

For this the related questions are combined in one block and try to analyze the data using the score of the questions. The score is calculated as sum of the responses to these questions. In these cases, consideration is of 80% agreement for the questions for each hypothesis. So, the cut-off is calculated as the 80% of average score.
4.1.1 Hypothesis 1: IT companies have sufficient/adequate Project Management expertise.

This hypothesis is stated as follows:

**Hypothesis H0: (Null Hypothesis):** IT companies have sufficient/adequate Project Management expertise.

**Hypothesis H1: (Alternative preferred hypothesis):** IT Companies are lacking Project Management expertise.

**Total No. of Questions = 15**

**Scale:** 1 - Strongly Disagree, 2 – Disagree, 3 – Somewhat Agree, 4 – Agree, 5 – Strongly Agree.

**Range :** (15,75)

**Xbar = 49, σ = 7.28, n = 30**

**Cut off = (49*80)/100 = 39.20 ≈ 40.**

Test the hypothesis as

Null Hypothesis: H0 = µ ≤ 40 Vs Alternate Hypothesis: H1 = µ > 40.

tcal = (49 – 39.20)/(7.28/√30) = 7.38 and tα = 0.01, n-1= 29 = 2.76.

**Observation:** tcal = 7.38

**Inference:** As per rejection rule tcal > tα,n-1. H0 is rejected.

The hypothesis H0 is tested and validated and alternative hypothesis H1 is accepted which infers “IT Companies are lacking Project Management expertise”.

Researcher has included 15 questions which are pertaining to recruitment, career map for an associate, availability of domain and support staff, risk and risk mitigation towards staff availability throughout the lifecycle of the project, skill availability and
enhancement plan, performance indicators existence, PMO existence and its performance. The answers to these questions have given a 360 degree check on the hypothesis set out. Researcher is in agreement with the outcome of the hypothesis as he too have experienced the same in his past 10 yrs career in IT industry.

4.1.2 Hypothesis 2: IT Companies readily provide required support systems for overcoming challenges faced by first generation Project managers.

This hypothesis is stated as follows:

**Hypothesis H0: (Null Hypothesis):** IT Companies readily provide required support systems for overcoming challenges faced by first generation Project managers.

**Hypothesis H1: (Alternative preferred hypothesis):** Proper support systems are not available for the generation project managers.

**Total No. of Questions** = 25,
**Scale:** 1 - Strongly Disagree, 2 – Disagree, 3 – Somewhat Agree, 4 – Agree, 5 – Strongly Agree. Range = (25,125)

\[ \bar{X} = 91.70, \sigma = 11.82, n = 30 \]

**Cut off** = \( (91.70 \times 80) / 100 = 73.36 \approx 73 \).

Test the hypothesis as

Null Hypothesis: \( H_0 = \mu \leq 73 \) Vs Alternate Hypothesis: \( H_1 = \mu > 73 \).

This hypothesis is indicating the hypothesis given as above.

\[ t_{cal} = (91.70 - 73) / (11.82/\sqrt{30}) = 8.50 \text{ and } t\alpha = 0.01, n-1= 29 = 2.76. \]

**Observation:** \( t_{cal} = 8.50 \)

**Inference:** As per rejection rule \( t_{cal} > t\alpha, n-1 \). \( H_0 \) is rejected.

The hypothesis \( H_0 \) is tested and validated and alternative hypothesis \( H_1 \) is accepted which infers “Proper support systems are not available for the first generation project managers”.

Researcher has included 25 questions which are pertaining to customer's organization role mapping, project stakeholders management, structure flexibility alignment with customer organization, Cultural challenges, Support function availability, recruitment, career map for an associate, availability of domain and support staff, risk and risk mitigation towards staff availability throughout the lifecycle of the project, skill availability and enhancement plan, performance indicators existence, Management commitment throughout the lifecycle, Assumption verification, Communication channels, PMO existence and its performance and check of the respondents are first generation Project Managers. The answers to these questions have given a 360 degree check on the hypothesis set out. As per researcher opinion the first generation project manager's support available is limited in form of audits when the project is actually reached execution phase and is found wanting when it comes to support in Initiation and Planning phases.

4.1.3 Hypothesis 3: IT companies follow a strategic disciplined approach for the project management field and not just a part of the operations.

This hypothesis is stated as follows:

**Hypothesis H0: (Null Hypothesis):** IT companies follow a strategic disciplined approach for the project management field and not just a part of the operations.

**Hypothesis H1: (Alternative preferred hypothesis):** Project Management field considered to be part of operations rather than strategic discipline.

**Total No. of Questions** = 18,

**Scale:** 1 - Strongly Disagree, 2 – Disagree, 3 – Somewhat Agree, 4 – Agree, 5 – Strongly Agree. Range = (18, 90)

\[ X_{\bar{ }} = 64.63, \sigma = 8.42, n = 30 \]
**Cut off** = (64.63*80)/100 = 51.71 ≈ 52. Now we will test the hypothesis as Null Hypothesis: \( H_0 = \mu \leq 52 \) Vs Alternate Hypothesis: \( H_1 = \mu > 52 \).

This hypothesis is indicating the hypothesis given as above.

\[
t_{cal} = \frac{64.63 - 52}{(8.42/\sqrt{30})} = 8.41 \quad \text{and} \quad t_\alpha = 0.01, \quad n-1= 29 = 2.76.
\]

**Observation**: \( t_{cal} = 8.41 \)

**Inference**: As per rejection rule \( t_{cal} > t_\alpha, n-1 \). \( H_0 \) is rejected.

The hypothesis \( H_0 \) is tested and validated and alternative hypothesis \( H_1 \) is accepted which infers “Project Management field considered to be part of operations rather than strategic discipline”

Researcher has included 18 questions which are pertaining to stakeholder responsiveness, stakeholder management, resource (man, material and money) management analysis, program/project structure understanding and its alignment with objectives, support functions and staff (technical and domain) availability, skill existence and its enhancement plan, performance indicators existence, Management commitment throughout the lifecycle, Assumption verification, PMO existence. The answers to these questions have given a 360 degree check on the hypothesis set out. As per researcher experience Project management is viewed as operations rather than strategic importance. Due to which the organization teams involved in project are always in short focus of being successful in operational parameters only whereas long term focus on strategic view is missing which does not give organization an benefit for which the program/project is launched.
4.1.4 Hypothesis 4: Technical / Domain experts execute job pertaining to their area of expertise only.

This hypothesis is stated as follows:

**Hypothesis H0: (Null Hypothesis):** Technical / Domain experts execute job pertaining to their area of expertise only.

**Hypothesis H1: (Alternative preferred hypothesis):** Technical / Domain experts in team are loaded with additional Project Management responsibility.

**Total No. of Questions** = 23,

**Scale:** 1 - Strongly Disagree, 2 – Disagree, 3 – Somewhat Agree, 4 – Agree, 5 – Strongly Agree. Range = (23, 115)

\[ \bar{X} = 75.53, \sigma = 9.29, n = 30 \]

**Cut off** = \( (75.53 \times 80)/100 = 60.43 \approx 60 \).

Test the hypothesis as

Null Hypothesis: \( H_0 = \mu \leq 60 \) Vs Alternate Hypothesis: \( H_1 = \mu > 60 \).

This hypothesis is indicating the hypothesis given as above.

\[ t_{cal} = (75.53 - 60)/(9.29/\sqrt{30}) = 8.90 \text{ and } t_{0.01} = 2.76 \]

**Observation:** \( t_{cal} = 8.90 \)

**Inference:** As per rejection rule \( t_{cal} > t_{0.01, n-1} \). \( H_0 \) is rejected.

The hypothesis \( H_0 \) is tested and validated and alternative hypothesis \( H_1 \) is accepted which infers “Technical / Domain experts in team are loaded with additional Project Management responsibility”.

Researcher has included 23 questions which are pertaining to employee strength, employee mix with year ranges, recruitment parameters (aptitude, technology, security), career map for an associate, availability of domain, technology and support staff, risk and risk mitigation towards staff availability throughout the lifecycle of the project, staff turnover and attrition, gauging team motivation, skill availability and
enhancement plan, performance indicators existence. The answers to these questions have given a 360 degree check on the hypothesis set out. As per researcher experience it is observed that the technology or domain experts who are performing well in respective stream are overloaded with project management expertise rather than having a separate focus on project management with different set of parameters which judges an associate for flaring well in project management responsibility.

4.1.5 Hypothesis 5: Project output catering towards new creation/enhancement of product/service, dissatisfies usability characteristic for all stakeholders.

This hypothesis is stated as follows:

Hypothesis H0: (Null Hypothesis): Project output catering towards new creation/enhancement of product/service, dissatisfies usability characteristic for all stakeholders.

Hypothesis H1: (Alternative preferred hypothesis): Project output catering towards new creation/enhancement of product/service, satisfies usability characteristic for all stakeholders.

Total No. of Questions = 7,

Scale: 1 - Strongly Disagree, 2 – Disagree, 3 – Somewhat Agree, 4 – Agree, 5 – Strongly Agree. Range = (7, 35)

Xbar =\(25.53\), \(\sigma = 3.56\), \(n = 30\)

Cut off = \((25.53\times80)/100 = 20.43 \approx 20\).

Test the hypothesis as

Null Hypothesis: \(H0 = \mu \leq 20\) Vs Alternate Hypothesis: \(H1 = \mu > 20\).

This hypothesis is indicating the hypothesis given as above.

tcal = \((25.53 – 20)/ (3.56/\sqrt{30}) = 7.86\) and t\(\alpha = 0.01\), n-1= 29 = 2.76.

Observation: tcal = 7.86
**Inference:** As per rejection rule $t_{cal} > t_{\alpha,n-1}$. $H_0$ is rejected.

The hypothesis $H_0$ is tested and validated and alternative hypothesis $H_1$ is accepted which infers “Project output catering towards new creation/enhancement of product/service, satisfies usability characteristic for all stakeholders”.

Researcher has included 7 questions which are pertaining to benefit realization measurement, customer satisfaction at level of customer’s customer, satisfying of customer usability, requirement gathering procedures, end user usability criteria, structure alignment and flexibility, assumption validation, Usability challenges.

The hypotheses output and researchers view do not match. As per researcher experience it is observed that the focus is on making the project successful on the operational parameters of time, cost and quality. But the ultimate objective of making the project/program output beneficial for the end user is lost as the team is busy chasing the other goals. Lot of project or programs are found wanting to satisfy the usability aspect due to which lose out on competitive edge and bear financial impacts due to unsuccessful projects from usability perspective.
4.1.6 Hypothesis 6: Intrapreneurship, culture is well developed in IT Industry

This hypothesis is stated as follows:

**Hypothesis H0: (Null Hypothesis):** Intrapreneurship, culture is well developed in IT Industry

**Hypothesis H1: (Alternative preferred hypothesis):** Intrapreneurship culture lacking in IT Industry

**Total No. of Questions** = 4,

**Scale:** 1 - Strongly Disagree, 2 – Disagree, 3 – Somewhat Agree, 4 – Agree, 5 – Strongly Agree. Range = (4, 20)

**Xbar** = 11.73, **σ** = 3.18, **n** = 30

**Cut off** = (11.73*80)/100 = 9.39 ≈ 9.

Test the hypothesis as

Null Hypothesis: \( H_0 = \mu \leq 9 \) Vs Alternate Hypothesis: \( H_1 = \mu > 9 \).

This hypothesis is indicating the hypothesis given as above.

\[
t_{cal} = \frac{(11.73 - 9.39)}{(3.18/\sqrt{30})} = 4.04 \text{ and } t_{\alpha} = 0.01, n-1= 29 = 2.76.
\]

As per rejection rule \( t_{cal} > t_{\alpha,n-1} \).

**Observation:** \( t_{cal} = 4.04 \)

**Inference:** As per rejection rule \( t_{cal} > t_{\alpha,n-1} \). \( H_0 \) is rejected.

**The hypothesis H0 is tested and validated and alternative hypothesis H1 is accepted which infers “Intrapreneurship culture lacking in IT Industry”**.

Researcher has included 4 explicit questions which are pertaining to Intrapreneurship culture in the organization; Intrapreneur structure availability, Role and responsibility of Intrapreneur by leadership team (Program Director, Sales
Owners, Program Managers, Delivery Managers, Project Managers, Program/Project Management Office), Does organization have incubation center existence with freedom on ideas and processes.

As per the researcher’s view it is clear that the clients which they serve are all unique in its objectives, execution, culture and hence the leadership team serving them to meet the objective of the program/project are all solely responsible for the success with organization providing the eco-system. These all conditions are very close to the requirement of an intrapreneurship setup as well. Intrapreneur is not dependent on an individual in this setup but the entire hierarchy which should demonstrate the behavior of Intrapreneurship culture. Due to lack of this culture organization are not able to move to next level of progress bar and stuck with operational excellence but unless Intrapreneurship acumen is not inculcated it is far beyond reach of satisfying customer at strategic level.

4.1.7 Hypothesis 7: Project Management Office contribute to projects, which are getting executed in various phases of SDLC to provide much needed expertise/support, which can make PMO a catalyst for driving projects to success.

This hypothesis is stated as follows:

Hypothesis H0: (Null Hypothesis): Project Management Office contribute to projects, which are getting executed in various phases of SDLC to provide much needed expertise/support, which can make PMO a catalyst for driving projects to success.

Hypothesis H1: (Alternative preferred hypothesis): Project Management Office do not contribute to projects, which are getting executed in various phases of SDLC to provide much needed expertise/support, which can make PMO a catalyst for driving projects to success.
Total No. of Questions = 9,
Scale: 1 - Strongly Disagree, 2 - Disagree, 3 - Somewhat Agree, 4 - Agree, 5 - Strongly Agree. Range = (9, 45)
Xbar = 31.93, σ = 4.94, n = 30
Cut off = (31.93 * 80) / 100 = 25.55 ≈ 26. Now we will test the hypothesis as

Null Hypothesis: H0 = μ ≤ 26 Vs Alternate Hypothesis: H1 = μ > 26. This hypothesis is indicating the hypothesis given as above.
tcal = (31.93 – 25.55) / (4.94/√30) = 7.08 and tα = 0.01, n-1= 29 = 2.76.
Observation: tcal = 7.08
Inference: As per rejection rule tcal > tα,n-1. H0 is rejected.

The hypothesis H0 is tested and validated and alternative hypothesis H1 is accepted which infers “Project Management Office does not contribute to projects, which are getting executed in various phases of SDLC to provide much needed expertise/support, which can make PMO a catalyst for driving projects to success”.

Researcher has included 9 questions which are pertaining to structure flexibility alignment with customer organization, Management commitment throughout the lifecycle of the project, Assumption verification, Alternate scenarios evaluation, Communication channels, Project operational success parameters, PMO existence and its performance.

As per researcher’s know-how many organization have PMO existence for name-sake, as the team which is nominated are busy in its own billable assignment with stringent timelines or contribute very little in Initiation and Planning phase. The contribution to execution and control phases are seen as an overhead to the project team with little benefit realization in the end output from the program/project.