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THE INTERPLAY BETWEEN CHANGE
AND PROJECT MANAGEMENT FOR
BUSINESS RESULTS

A Thesis

by

Taiwo O. O. Abraham

Submitted to the Graduate College of
The University of Texas Rio Grande Valley
In partial fulfillment of the requirements for the degree of

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May 2019

Major Subject: Management

THE INTERPLAY BETWEEN CHANGE
AND PROJECT MANAGEMENT FOR
BUSINESS RESULTS

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May 2019

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ABSTRACT

Abraham, Taiwo O.O., The Interplay Between Change and Project Management for Business Results. Master of Business Administration (MBA), May, 2019, 38pp, 1 table, 1 figure, References, 31 titles.

The present study investigates the potential interplay between change management and project management. The research aims to determine the causal effect between the two concepts. Data is collected from a focus group comprised of various managers. The study concludes that managers readily apply the concepts of both change management and PM when making decisions. Also, there is significant appreciation of the value of both PM and change management in the contemporary business environment. Future studies need to investigate the relevance of the change management models on PM strategies.

DEDICATION

For the gift of life, sound health, sound mind, love, family, friendships, favors and most importantly, the unmerited grace of our Lord Jesus Christ, I dedicate the successful completion of this work to the God almighty, from whom all blessings flow.

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CHAPTER I

INTRODUCTION

1.1 Background Research

Companies engage in change management to enhance their efficiency and resilience. According to Wu, Chen, and Olson (2014), businesses are exposed to various risks that threaten their ability to continue operating. Researchers conclude that effective management embrace the need for change management following the association with success in achieving goals. Organizations undertake change to enhance their capacity to improve business efficiency, which often enhances the capacity to boost revenues. Thus, there is a link between effective change management and positive business results. However, Bromiley, McShane, Nair, and Rustambekov (2015) cautions on the high risk of failure when this process is not effectively monitored and managed. Managers need to consider the hazards associated with change management. Ideally, the goal should be to ensure that this process enables a business to increase its efficiency and profitability.

Project management (PM) differs from change management because of the dynamics involved. Špundak (2014) defines PM as a temporary undertaking that involves a team endeavoring to achieve various objectives. The success of this undertaking depends on the realization of the pre-established goals. Therefore, these teams implement various measures to enhance their potential for achieving their set objectives. In the context of business management, PM involves both internal and external projects of a company. In such situations, the objective

may be to align with changes in the environment or enhance the productivity of a company by enhancing its output.

1.2 Statement of the Problem

There is limited understanding on the interplay between change management and project management. According to Hornstein (2015), organizations have to embrace change because of the risk associated with not adapting to the business environment. The researchers conclude that change managing is a critical risk management strategy. De Carvalho, Patah, and de Souza Bido (2015) add that project management is also vital for companies to guarantee the success of their projects. While time-phased, this strategy is beneficial because it enables managers to make effective decisions that enhance the ability to achieve the pre-established goals. Thus, there is sufficient understanding of both change management and project management. However, few studies have compared these two concepts and their implications on the productivity of a business.

The present study explores the convergence and divergence between project and change management. The potential association of these concepts is undeniable following their almost similar effect in the business environment. Both change and project management involve transforming an organization. However, it needs to be noted that the present study investigates these two concepts in relation to internal practices. Therefore, the present study examines the potential convergence and divergence of change and project management for organizations.

1.3 Purpose of the Study

The purpose of the study is to determine the mutual effect between change and project management. The intention is to determine the extent to which project management compels change management and vice versa. Managers can use the findings of the present study to make

appropriate decisions when managing change in an organization. Specifically, this knowledge is projected to empower organizations to mitigate the risk of failure. Therefore, it is critical to conduct a comprehensive review of the association between change and project management. Thus, the findings will empower managers to make informed decisions when faced with challenges that either requires competency in change management or project management.

1.4 Research Questions

The intention of the study was to find answers to each of the questions, which resulted in a significant expansion of the scope of data collection.

a) Does PM instigate change?

This question is designed to ensure the study focused on the effect of PM initiatives on change management. Since PM is a time-phased exercise, it is necessary to examine its long-term effects on a business venture.

b) Does Change instigate PM?

This question ensures that the study examines the causal relationship between change and project management. The intention is to determine the impact of change management on an organization's motivation to pursue PM.

c) Is Change Management correlated with PM success?

This question is a synthesis of question (a) and (b). The goal is to determine the degree of correlation between change management and PM.

1.5 Significance of the Study

The study is significant because its findings will empower managers to mitigate the risk of failure when undertaking both change management and PM. The presumption is that both of these concepts have a similar role and effect in an organization. Therefore, the knowledge about

both change and project management can empower managers to make appropriate and effective decisions when managing challenges in the workplace.

Moreover, the study is also significant because it proposes a hybrid approach involving both change and project management. Thus far, the limited investigation into both project and change management have prevented the interaction in the workplace. The present study proposes to change this view of both concepts by popularizing a hybrid system comprised of both project and change management.

1.6 Limitations of the Study

While the study endeavored to widen the knowledge on change and project management, there are some limitations that should be noted.

- a. The study focuses on the internal environment of a business. Thus, the recommendation should be generalized only for this context. Managers should not rely on the conclusion when implementing change management and PM that is geared towards the external environment. The decision to focus on the internal environment stems from the various factors that increase the risk of failure. For example, the complacency of a manager, resistance from employees, ineffective policies, and unreliable decisions that hamper the success of a change management undertaking and project management. Besides these risk factors, the decision also stems from the view that organizations have a higher degree of control over their internal environment.
- b. The second limitation is that the study only uses qualitative data to answer the research questions. Comprehensive information about a research phenomenon is advantageous as it enhances the ability to increase knowledge. Nonetheless, the reliance on qualitative data has the potential of offering information that is sufficient in answering the adopted

research question. Venkatesh, Brown, and Bala (2013) argue that the scope of data collection for qualitative studies is much deeper in comparison to quantitative studies. Therefore, the use of this research design can be effective at enabling researchers to develop holistic knowledge about a research phenomenon.

CHAPTER II

REVIEW OF LITERATURE

2.1 Theories of Change Management

Change management has become an ardent issue in most board meetings and within the circles of numerous business leaders. According to an article published by the prestigious Harvard Business Review, change management is slated to cost most fortune 500 companies an estimated amount of \$ 100 million within a span of ten years. Change management as a discipline is a crucial factor in most companies going into the 21st century. As globalization continues to redefine the business landscape in most of the established business world, companies are grappling with the need to stay profitable, maintain competitiveness, satisfy their stakeholders while at the same time maintaining a significant chunk of the market share in order to secure their future.

Lewin's Change model

Conferring to Hussain et al. (2018) change Lewin's change management model is the most satisfactory model in terms of initiating a change management initiative. Such a model is better infused in terms of illustrating the paradigms involved in both structured change as well as organizational change. The following change model was created by Kurt Lewin during the 1950's. Despite being more than five decades old, the model still holds even today. It has stood the test of time and numerous applications with regard to different business settings. Kurt Lewin, used the state of ice to illustrate the process of organizational change perfectly owing to

his expertise as a physicist as well as a social scientist. In his model, the change model takes place in three primary phases, namely; unfreeze, change and freeze.

Unfreeze

In the following phase, which is the first phase of change, it involves the organization and or management, preparing for the change that is slated to take place. According to Lewin's model the organization needs to make adequate preparations both financially and psychologically for the change process. Such a move is necessary to be done at the earliest possible time, so as to be adequately prepared since the organization will undoubtedly receive a significant amount of resistance from within its own ranks (employees) (Hornstein, 2015). However, such resistance can be resolved by painting a clear picture as to why the move is crucial to the survivability of the organization which is responsible for according them employment.

Change

The change phase is the second successive stage within the Lewin's change model. Conferring to Lewin, the second phase is where most of the change actually occurs and is usually the longest phase. Thus far, the reason for this is that most of the staff are reveling in the change that is taking place, both the positive, the negative as well as the neutral. It is necessary to realize that good leadership will be essential to the reassurance of the staff of the organization so that the staff can maintain the momentum of change that is occurring as well as to ensure that frequent communication is taking place between the management and the staff.

Refreeze

Refreeze is the final process in Lewin's change model. In this stage, the change has been both embraced as well as accepted. All the significant staff members as well as stakeholders

have implemented the various paradigms of change that have been inculcated into the management and have managed, after considerable time to achieve stability (Worley & Mohrman, 2014). Thus far, the stability contemplated in this context refers to the staff's resumption of their professional duties at the same pace as before and at the same level of productivity that they were once operating on. In this phase, the staff need to be accorded all the necessary assistance in order to become acquainted with the new processes and their objective following the successful implementation of the change model. After such, the employees will have attained a certain degree of professional stability, which is crucial for them to perform at their maximum extent while at the same time becoming comfortable with the newly acquired changes.

McKinsey 7 S Change Model

Based on Ravanfar (2015) McKinsey's 7 S model, the following theory is one of the few that has stood the test of time. As the name suggests, it espouses the use of 7 s' within the context of undertaking a change model. The model was established in the 1980's by consultants who were working for McKinsey & Company. These 7 s' models are actually seven distinct steps that take place when organizations are undertaking a change model. The seven steps are; strategy, structure, systems, shared values, style, staff and skills. Thus far, such a model was created in order to improve the performance of an organization and in other circumstance to maintain it at its current pace. The following model is often used as an analytical tool for measuring and monitoring the changes taking place internally within the organization.

Strategy

Strategy is the first stage within McKinsey's change model. It involves crafting an idea that suites the organization's goals while at the same time allowing the company significant

level ahead of their present and potentially upcoming rivals (Hornstein, 2015). Furthermore, it compels the organization's management to formulate a step-by-step procedure by which they intend to carry out the transition from their present state and into the next.

Structure

Structure is the second phase of the change model. In this phase, the organization is mandated to follow the structure of the organization while both formulating and carrying out their plan. Each structure within the organization will need to be assigned their own independent task according to their role in the organization

Systems

Systems is the third stage within the change model. It involves the how the job will be performed. All the functions and operations that take place regularly in the organization are incorporated in this stage. It is at this state that the management will take a predominantly long amount of time ensuring that all the subsequent staff are embroiled in the right tasks and projects while completing them at the appropriate time frame (Small et al., 2016). The systems' phase is crucial because without it, the model will never come into fruition.

Shared values

Shared values within the context of the company refers to the shared values that each of the employees has come to embrace. They symbolize the culture of the organization as well as its history and the incentives undertaken to get there and to support them in an ever-changing world.

Style

Style refers to the type of leadership style that is practiced within the organization. The style adopted should be symbolic of the company's culture, values and stature within the

business realms from which they operate. It must be realized the leadership style adopted needs to fall in line with the needs of both the company, staff members and various stakeholders.

However, the following paradigm does not mean that the company and its leadership is not subject to changing their leadership style due to external pressure, such as competition, limited financial resources or high rate of employee turnover.

Staff

Staff is the sixth dimension of McKinsey's 7 s model. Accordingly, staff refers to the individual capabilities of the staff members and the teams or groups they have been assigned to as well as their capability getting the tasks assigned to them done on time and accordingly. The organization's management needs to realize that tasks can only be assigned to those who are competent enough to perform them diligently and in the shortest time possible. It is always necessary that an organization's management team regularly engage in moral uplifting endeavor as well as skill imparting practices or value addition in order to further the knowledge of their employees.

Skills

Skills refer to the intellectual capacity and know-how of the staff members. The skills of individual employees will need to be nurtured on a regular basis so as to invest in their capabilities in as far as engaging in value addition is concerned. Employees who are not competent enough to perform certain projects should be exempt from engaging in those projects accordingly.

Kotter's change management model

According to Pollack and Pollack (2015), Kotter's change management model theory is arguably the most adopted change model theory in the world. The theory was developed in

1996 by John Kotter, a professor of the prestigious Harvard Business School. John P. Kotter has also authored several books dealing with change management models which focus on his eight principles and or stages of change management. His intentions were to help the average business manager to handle the issue arising from transformational change. The eight stages include; increase urgency, built the team, get the vision correct, communicate, get things moving, focus on short term goals, don't give up and finally incorporate change.

Increase urgency

Increase urgency is the first stage in Kotter's 8-step change model. It revolves around creating an environment that stimulated the ardent need for a form of organizational change. Such causes can be resultant from changing consumer preferences within the market as well as the increase in competitors' number thus lowering market share significantly enough to warrant an emergency. Only when staff members and other management personnel feel a sense of urgency coupled with the threat to their financial security as well as employment security can they truly embrace solutions to resolve the predicament ailing time (Small et al., 2016). This also includes the solutions however drastic they may be such as organizational change management. Such a move can be sustained if and when the management provides statistical data and or fact to substantiate the extent of the situation to all the staff members.

When such moves are undertaken, it will be the responsibility of the management to engage in dialogue with their staff to try and find potential solutions to the prevalent issue ailing the company. It is crucial in that it will help fabricate an environment of extreme tension and thus all the personnel will eventually come to realize that they are under significant threat in terms of their survivability leading them to creating extra effort in order for the solutions realized to succeed.

Build the team

Building the team is the second stage in the Kotter's change model. It espouses on the notion of bringing about the right people who have all the relevant skills and experience necessary to realize the change model. The people selected for this role also need to have the right amount of commitment in order to work along the stipulated guideline while completing the endeavor in the time frame that the organization wishes to do so (Chappell et al., 2016).

When the management endeavors to gather the said personnel, they will need to create a rapport with the employees while at the same time building a foundation from which the company will thrive on such as trust, integrity and hard work.

Get the vision correct

In this stage, the management illustrates where they wish to be in the future, such as in ten- or twenty-years' time. Furthermore, the management also outlines how they intend to reach realize these ambitions in a precise and consecutive manner. The ambition conceived must be realistic and in-sighting enough to compel the employees to share in the vision and as such dedicate their time and effort to bring it into fruition.

Communicate

The process of transformation will generate a lot of data and information. It will be the duty of the management to communicate these messages accordingly as they arrive. However, the information they communicate should not only be relevant but accurate enough to guide the team accordingly.

Get things moving

Get things moving is the fifth stage of Kotter's change model. In this stage all the potential barrier that hinder the transformation will need to be removed so as to set the process

into motion. One of the potential barriers to transition is the presence of a change averse manager (Chappell et al., 2016). As such, the manager will need to either be replaced and or sent on a training course. Another barrier that could hinder the realization of the transformation process is excessive bureaucracy. Such organizational culture will need to be eliminated or curtailed until the fruition of the transformational change model.

Focus on short term goals

Massive instances of organizational change rely upon slow yet gradual momentum. It is necessary to focus on short term wins so as to give the staff, team members as well as the various stakeholders the sense of victory that comes in achieving the goals in the early stages. Short term goals are vital in that when they fail, they have limited impact on both the company's reputation, finances as well as the morale of the employees after encountering their first failure. When the short term goals are achieved accordingly, the management will need to explore an alternate reward system that still cherishes the continued effort in trying to implement change while at the same time acknowledging the endeavor and successes that have passed.

Don't give up

Don't give up, also known as consolidating gains is the seventh step in the Kotter's change model. In this stage, the culmination of all the short term goals that have successfully been initiated will come into play so as to maintain the current momentum of the team. As such, the management needs to use those achievements as a bedrock for pursuing other goals which will eventually lead up to the realization of the primary goal; organizational change.

Incorporate change.

Incorporate change is the final step in Kotter's change model. It involves anchoring the concept of change within the employee culture of the company and or organization. Such a move can be fulfilled by discussing the benefits of change while drawing on the successes of the company in initiating change and their rewards as a corner stone for supporting change.

2.2 Theories of Project Management

Project Management

According to Brioso (2015), although there have been numerous types of project management frameworks, the most successful type of project management framework is the lean project management framework. Lean was developed in order to generate specific objectives within project management. The benefits are; to minimize waste and also to maximize value. Project managers that have embraced lean management tools and frameworks often tend to share a similarity in terms of their intended objectives which are; producing large amounts of customer satisfaction, reducing waste associated with carrying out projects and finally significantly improving profit margins. Based on research, nearly half of the projects undertaken across the world either fall behind schedule or go over budget. Lean, when utilized accordingly, mitigates these risks. Lean as a project management framework consists of five main principles (Brioso, 2015). The five principles are;

- **Specifying the value within the eyes of the client.** What this means is that the client must get the right amount of utility possible from consuming the product and or service.
- **Specify the intended value stream for all the products.** The following principles refer to one assessing the totality of actions such as value added as well as non-value added that are

required in order to bring about the realization of a product from its current state (raw material) and finally into a finished product.

- **Creation of value through the elimination of waste.** After the value addition has been realized, the next step is to create a continuous flow of work through the elimination of interruptions, rework, scrap and backflows (Sunder, 2016). All of the waste that originates from manufacturing processes can be subdivided into 6 main types. These types are;

Overproduction, which means processing more than is actually required.

Waiting which leads to time wastage often brought about due to waiting for supplies, approval and or confirmation.

Transportation. This is a type of waste associated with delivering the raw materials and finished products to their predetermined destination.

Over processing is a waste that takes place when people produce more than what is actually required.

Defects refer to the extra time, effort and resources needed to resolve issues associated with finished products.

Inventory waste takes place when organizations store more raw materials required to finish products than what the clients have ordered.

- **Only the customer should pull the flow.** What this means is that the organization should refrain from delivering value prior to the client actually requesting it.
- **Continuously engage in the pursuit of perfection.** In this final step, organizations should not cease from perfecting their manufacturing processes and value addition in order to ensure maximum utility.

Conferring to Conforto and Amaral (2016), agile is the best project management framework owing to the fact that it utilizes short development cycles, commonly referred to as sprints in order to engage in continuous improvement of the final product. The agile framework utilizes 12 principles that act as guidance, tools for project management. Base on Mergel (2016), waterfall management is the most pragmatic form of project management methodology. It involves following a sequential and linear procedure of project management. The Waterfall methodology of project management is composed of several unique phases. No one phase is allowed to begin until the preceding phase has come to its completion. Waterfall project management is beneficial for a number of reasons. These reasons are;

- It helps in keeping the training processes simple. As such, any new members joining the organization can easily be indoctrinated into the training with minimal delays.
- Waterfall allows for members to monitor their progress by delineating all the milestones accomplished. Similarly, the discrete phases elaborated on to reveal how far the project has one and how far it is until its eventual completion.
- The other benefit of the waterfall project management methodology is that makes the management of the project to become easy. Due to the linear nature of the following methodology, it becomes easy to manage any and all projects that proceed using a waterfall methodology.

There are six main phases that are associated with the waterfall project management framework.

These phases include;

- **The gathering and the documentation of information.** In this first stage, it is necessary that all the information regarding the project is gathered. By the time

the information gathering process has been completed, it is necessary that the project requirements have been made elaboratively clear.

- **System design.** The following is the second phase and within it, the system is designed.
- **Implementation.** In the following third phase, it is here where programming actually takes place.
- **Testing.** After all the coding has already been done, it is crucial that a test is undertaken to ascertain the quality of the final product.
- **Deployment.** When the product has been completed, then the team will submit it for either testing and or leasing.
- **Maintenance.** After the product has been delivered to the client, the time begins when the team is required to ensure its operationality and its intended lifetime through maintenance. As issue and or defects begin to unravel, the team will need to come up with pragmatic solutions to address these defects accordingly.

2.3 PM and Change Management

Previous researchers have explored the potential complementarity between PM and change management. Voropajev (1998) investigate the link between these two concepts in the context of economic change. The researcher focuses on the importance of managing change during PM. He argues that effective identification of the probability of change is critical towards the success of a project. This argument follows the findings of Kerzner and Kerzner (2017), who explore the value of risk management for PM. Arguably, the two researchers confirm that change management is an integral process of change management because it mitigates the risk of failure. Kerzner and Kerzner (2017) manages to address some weakness in both studies by investigating

the role of PM in ensuring continuity of business operations. However, the investigation shies away from determining the potential complementarity between change management and PM.

However, these studies do not discuss PM during change management. The current study endeavors to explore the comprehensive complementarity between the two. These studies offer only a limited perspective on this link. Additional research is needed to determine the role and effect of PM during organizational change management.

2.4 Gaps in Research

There has been insufficient research into the complementarity between PM and change management. Much of the research in this area tends to focus on the individual approach of each concept. For example, Voropajev (1998) examines the need for change management during PM. Worley and Mohrman (2014) investigate the value of change management in an organizational setting. However, the researchers ignore the importance of PM. Kerzner and Kerzner (2017) adds that PM is critical for enhancing the success of a change undertaking in the workplace. Evidently, the current investigation in this area of research has focused on PM and change management individually. The present study endeavors to address this gap in research by investigating the potential complementarity between the two concepts, especially in the business environment.

CHAPTER III

METHODOLOGY AND FINDINGS

3.1 Methodology

3.1.1 Research Design

Qualitative research design was chosen for this study because of the phenomena being investigated. According to Timmermans and Tavory (2012), this research design is suitable for researches that investigate qualitative aspects of an issue. The present study follows this conclusion as the intention is to examine the experiences of managers in organizations with both change management and project management. Researchers add that qualitative studies are designed to develop new theories about a research phenomenon. Alternatively, quantitative research design is suitable for situations where the intention is to evaluate the validity of an existing theory (Lewis, 2015). As there is limited understanding on the interplay of change management and PM, the present study utilized the qualitative research design. Also, this research design was chosen as it allows researchers to rely on data to determine the next stage of information collection (Smith, Bekker, & Cheater, 2011). Unlike quantitative design, the qualitative design allows for deep exploration of a research phenomenon.

Specifically, the grounded theory design was used because of the intention of the researcher. According to Cho and Lee (2014), grounded theory is a qualitative design approach that enables researchers determine the essence of a phenomena. Thus, the design is potentially effective at enabling the study to examine the convergence and divergence of change and project

management in the business environment. However, this design compels the use of multiple sources of data. The present study followed this recommendation as data was collected through interviews and analysis of the work of previous researchers.

3.1.2 Variables

While change management and implementation of PM are the independent variables, business performance is the dependent variable. The study examines the potential interplay between change management and PM as well as its implications on the productivity of an organization. Therefore, the intention is to determine the effect of both these concepts on the efficiency of internal management of a business.

3.1.3 Sampling Design

Purposive sampling was used because of the nature of target population. Responses from business managers was needed to answer the research questions. Therefore, it was critical to employ a sampling strategy that could ensure access to this target group. Purposive sampling is an effective strategy because it emphasizes selecting respondents who are valid and relevant for the research question (Etikan, Musa, & Alkassim, 2016). However, the main drawback is that this approach increases the risk of bias because of lack of randomness. Researchers can address this risk by ensuring that the respondents are not familiar to each other. Also, interviewers need to adopt strategies to mitigate the risk of social desirability bias. These two approaches can enhance the validity and reliability of purposive sampling.

3.1.4 Participants

The study collected data from managers mostly from Project Management Office (PMO) leadership because of the value of information they could offer. The research needed responses from people who have experienced both change management and PM in the workplace.

Therefore, the decision to use managers enhanced the validity and reliability of the findings following the suitability of the participants.

In all, there were ten participants who presented their views based on interactions and leadership roles driving change and projects across various industries. For instance, one of the respondents is a Vice President at the top of a PMO of a network of five different organizations. Another respondent is a Project Manager currently managing the design, build, deployment and adoption of digital transformation projects in at least two multinational companies alongside other local organizations spread across provinces. Interviewing these types of respondents improved the broadness and validity of the views recorded during information gathering.

3.1.5 Data Collection Instrument

An open-ended and semi-structured questionnaire was used to collect data from the sampled respondents. Open-ended questionnaire ensure that the interviewees are not limited in their responses to the various queries (Tran, Porcher, Falissard, & Ravaud, 2016). Semi-structured design enables interviewers to explore concepts and ideas that respondents offer in the course of data collection (Jogulu & Pansiri, 2011). Combining these aspects enhances the quality of the questionnaire as it can guarantee that the research questions will be answered.

3.1.6 Data Collection Procedure

A focus group was created where the participants discussed the concepts of change, project, change management and PM in the workplace. According to Chatrakul, Smithson, and Lewis (2014), this strategy is effective at collecting data from respondents as it compels them to discuss issues and concepts relevant to the research phenomenon. Therefore, interviewers can collect more in-depth data in comparison to the other data collection strategies.

However, the main concern with focus groups is the dependence on the questionnaire and competence of the interviewer. The role of the interviewer is to ensure the discussion follow the questionnaire. While it is important to empower the participants to pursue issues and concepts that are relevant to the research question, it is important to impede deviations. Therefore, it is important to develop a valid and effective questionnaire.

3.1.7 Inclusion/Exclusion Criteria

Participants who were included in the study had to hold management positions or be involved as a lead Project Manager/Change Driver in a large organization that had a history of both change management and PM. For the responses to be relevant, it was necessary to ensure that the participants had some experience with both research concepts. Thus, emphasis was placed on managers who had experience both change management and PM.

However, the study had to remove some potential participants from the sample because of their limited experience with both change management and PM. Specifically, three respondents were excluded from the study because they did not participate in making decisions during the change process of their organizations. Thus, these three respondents could not offer critical insight of the potential complementarity between change management and PM.

3.1.8 Ethical Considerations

a. Invasive Questions

The questions fielded to the respondents were not invasive, which ensured that their emotional wellbeing was protected throughout the interview. According to Fargas-Malet, McSherry, Larkin, and Robinson (2010), participants of a study should not feel uncomfortable when providing data. Researchers need to adopt various strategies to protect the respondents

from psychological harm. All the questions were designed to be relevant to both change management and PM.

b. Confidentiality

The respondents were not asked to provide personal information, which protected their privacy. According to Gibson, Benson, and Brand (2013), researchers should prioritize the confidentiality of respondents as this strategy protects them from exposure to risk. Therefore, it is critical to ensure that interviewees are not compelled to offer private information.

c. Informed Consent

All the respondents were asked to provide consent for their participation in the study. According to Markham and Buchanan (2012), consent forms are critical for research studies as they ensure that participants understand the associated dynamics. Thus, respondents can make informed decisions about participating in the study. All the participants of the focus groups provided informed consents before participating in the study.

3.2 Findings

3.2.1 Information About Participants

A section of the participants of the focus group were managers from a large healthcare organization. The respondents establish that their organization has a market capitalization of about \$2 billion. Also, the company employs about fifteen thousand people in its various branches. The respondents affirm that the organization has experienced various change processes that were aimed at improving its internal efficiency. Arguably, these transformations enhanced the institution's capacity to adapt to the changing business environment. Thus, the sampled respondents were relevant to the study following their managerial positions, which enabled them to influence decisions that were made during the change process. Also, the participants were also

chosen because of their experience with implementing various change processes. Arguably, these respondents enhanced the overall validity and reliability of the study findings because of their backgrounds and experience.

3.2.2 Findings from the Focus Group

The focus group interview offers valuable insight into the link between change management and continuity. The first interviewee establishes that change management is critical towards enhancing the resilience of an organization. He argues that an effective change management undertaking can boost the project management success and the overall performance of an institution. However, it needs to be noted that this conclusion is based on a review of the success of the Project Management Office of a large healthcare organization and a technology consulting firm. Nonetheless, the gist of the issue is that change management is a risk management strategy that boosts the overall continuity of a business. All the respondents agreed that the evolution of environmental forces is pivotal to the continued success of their organization. However, pertinent to optimizing that evolution is identifying necessary changes and managing them through projects. These projects, when well-managed, do in turn occasion internal changes that need to be managed.

Moreover, the respondents also reveal the effect of the change and projects on the management of an organization. The focus group reveals that change is essential in empowering organization to meet their performance potential. Arguably, this conclusion reveals the potential link between change management and PM. The respondents argue that project managing the process of change influences the productivity of an organization. The conclusion is that the project management is critical towards the overall performance of managers and much more the eventual outcome of the managers' efforts.

However, the respondents affirm the importance of flexibility of the regulations that guide the change management process. The focus group emphasized the need for effective tailoring of the rules as it ensured that the change process achieved the set objectives. Arguably, this conclusion affirms the link between project and change management. The rules that the respondents talk about are similar to the regulations of requirements management of project management. Thus, the conclusion is that the respondents are merging the concepts of project and change management.

Besides, it is also critical to evaluate options when managing change. The interviewees argue that reviewing the possible alternatives enables managers to improve the quality of their decisions. Arguably, this best practice approach is relevant for change management as it ensures that companies mitigate their exposure to risk.

3.2.3 Link to the Research Questions

a) Does PM instigate change?

PM can instigate change in an organization because of its potential effect to normal operations. One of the respondents in the focus group established that, “change management compels change.” This statement references the potential complementarity of change and PM. Another participant added that, “[p]roject managers have to adapt.” This statement establishes that there are factors that moderate the complementarity between change and PM. However, it needs to be noted that the need for change management is an antecedent to PM, which explains the nature of association between these two concepts.

b) Does Change instigate PM?

Change management instigates PM following the need to mitigate the risk of failure. The respondents argue that change management is a company-wide undertaking. During the

interview, a participant echoed the views of nearly all other participants, said, “the effectiveness of change management is rooted in the maturity of their PM framework and adoption of same by the change implementers.” This statement clued the “how to” of effective management of a change process. PM is critical since it mitigates the risk of failure because of its emphasis on planning and resource management. Therefore, change management can compel PM following the need to mitigate the risk of failure.

c) Is Change Management correlated with PM success?

Change management is correlated with PM success because of collaboration and effective management. The respondents argue that the reason for high risk of failure is founded “mostly around the culture of the way we do things.” This statement establishes the role of managers in the course of change management. Leaders need to create an environment that supports this strategy. Therefore, quality communication with all the relevant stakeholders is important to ensure success of a change process. The respondents establish that failure results from “[t]he desires to move very quickly without the adequately activating the PM methodology of the organization for the desired change. The resulting lack of full comprehension of the planning part of the desired change is always a pain point.” Thus, collaboration between managers, PMs, and other employees is critical to ensure success of a change undertaking. This conclusion follows the findings of Kerzner and Kerzner (2017), regarding the factors that influence the success of a project management undertaking. Therefore, practitioners need to understand the importance of effective resource management during change management.

However, the nature of collaboration influences the effect of change management on PM success. The respondents establish that, “[t]he challenges is that they work with leaders who continually want to drive change.” This statement references the fact that project managers are

forced to adapt to an environment of incremental changes. Managers need to create a culture that inspires the creation of shared goals with project managers. Therefore, change management can be correlated with PM success when the culture of making decisions in an organization is change to incorporate the views and needs of project managers. Collaboration should begin at the top level.

3.3 Survey Questions and Responses – Table 1

Survey Questions	Vital Responses
Reason for change	Internal environment: change in leadership External environment: Market trends, changing consumer needs
Was there a strategic value of change?	Yes, it was environmentally induced
Was change foreseeable?	Yes, change was predictable. But, change is inherent in the business environment. Flexibility is important for organizations Traditional approaches of risk management are risky
Reaction to change	<ul style="list-style-type: none"> • It is critical to create a team when the change is significant. • Many times induces an organizational response that requires PM • Should not be perceived as a project • Potential conflict between PM and leaders

	<ul style="list-style-type: none"> • PM have to adapt to the new environment
Change effectiveness/adoption	Involved both change management and PM.
Challenges of change management	Organizational culture is a significant impediment

CHAPTER IV

SUMMARY AND CONCLUSION

4.1 Summary

Change management benefits both an individual and the organization facilitating the change. According to Jalagat (2016), change can create resistance and misunderstanding among the employees and the organization, but overall the advantages of the change management outweigh the negative consequences. Change boosts the employees' confidence in their undertakings and management decisions. Research shows that people are more confident in presenting their ideas and stand for what they believe in. Employees' confidence improves motivation in their work, and they work to bring the desired change in the organization. Decision making is a process that employees undergo each day. An example is when an employee deals with different clients; they can choose which approach to take regarding the educational status and knowledge about the company. Possession of such confidence enables the growth of the employee and the organization as a whole.

An organization's competitive advantage is improved by change management. In the business world, some changes require the company to be flexible. Today the market may be stable; tomorrow the market is falling it prompts the organization to change its tactical plan. Change management makes flexibility, easier to adapt and ensure the success of an organization. The new system user in an organization significantly improves the efficiency, effectiveness and

boosts the productivity of the organization. An organization's uptake of new technology gives it an upper competitive edge as compared to their competitors.

Operational changes need to be embraced for change to be successful. Customers' needs are changing every day on the other hand organizations are adopting a change to meet the customers' demands which in turn boosts growth. Marketing methods are changing prompting the organizations to try other marketing ways. Examples of new marketing methods are the use of social media and online advertisements. Organizations that have embraced the new marketing methods are growing their market and widening their overall reach. Other organizations chose to keep away from the change which reduced their sales because of the low customer base they are attracting. Change is an agent of growth in companies.

Change management positively impacts productivity measures such as return on investment. Return on investment (ROI) is improved significantly with an effective change management plan in an organization. Knowledge of adequate staffing and the role they play helps to make investment returns easier. ROI is a financial tool used to evaluate the success of a project. Decisions made regarding financial investment an organization is guided by the ROI, which, when a change management plan is effective it increases the ROI in an organization. Financial costs and returns are quantified by ROI which together with change helps the managers in an organization to guide them through the success of an organization.

A budget of an organization is significantly reduced by the presence of a change management plan. A change management plan helps note inefficiencies in which money may be lost, and appropriate measures are put in place. Some researchers support a change management plan as an evasive cost measure (Raza & Standing, 2011). The plan guides an organization through a new adoption either of technology or how things are run. Constant evaluation is a part

of the change management plan; a constant evaluation reduces the chances of increased costs due to unwanted plans or procedures. The budget allocation is only made to the important issues that need changing rather than the factors or issues that are not necessary.

Challenges that may come up through the project are anticipated by the change management plan. A change management plan is a road map for ensuring the success of a project, but it also highlights the setbacks that may be observed through the project management process. Some challenges can harm a project and cause its fall. Management of such challenges ensures the project flows easily and meets the set deadline. Challenges are easily predicted, and methods to resolve them are well-determined before they occur.

Resistance to change is an unwanted effect, but often experienced: it can be active or passive resistance. Active resistance is spoken out by the employees while passive resistance is quiet and the employees do not talk about it. Passive resistance is hard to manage since one does not know the actual problem. Resistance to change is the move from the comfort zone, uncertainty of results and communication mishaps from the top-level management. Fear of the unknown pushes people to resist the change.

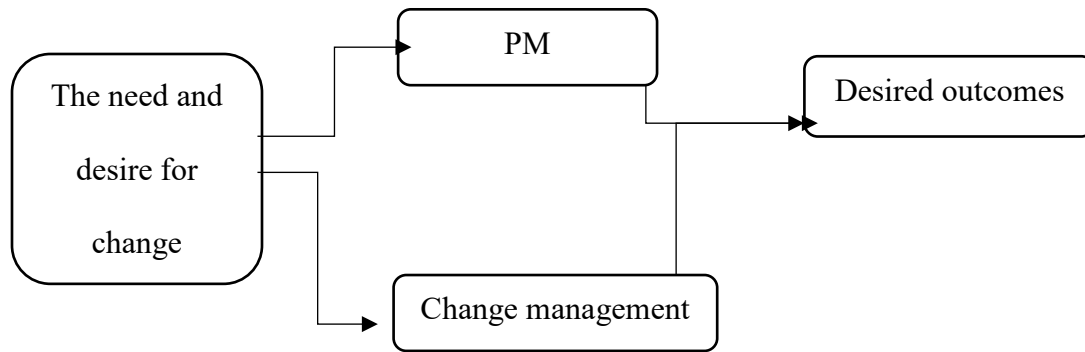
Change agents need to be competent in their work. Incompetent change agents lead to misunderstanding and failure in implementing the change. Turnover in the employees is increased, hence increasing the losses an organization faces. Incompetence reduces the ability to manage issues such as resistance that are an expected challenge of change management. Change agents need to possess the necessary knowledge and skills to ensure the change management flows smoothly without any hitch. Managers in an organization need to be effective change agents such that they inspire change in their employees. The change process is a hard task that needs people to be guided by well-learned change agents.

Poor communication within the organization affects the change management process. It is a process that relies on constant and efficient communication. In the absence of communication, change is not implemented, creating a challenge in the organization. Being comfortable in a certain zone is known as the status quo concept. The status quo concept is an issue which hinders change and its effects; an organization is comfortable at a certain point such that change is viewed as an enemy to the comfort zone. Comfortable employees are not able to strive to learn and implement the change.

The change management model is important in ensuring the success of projects. An example of a project that failed is the climbing of Mount Everest due to ineffective project planning. The change model is maps that guide people to a certain goal that they set to achieve. Models are a forecast on what people expect in the change process, and the people involved are well-prepared, and necessary measures are put in place to counter the expected challenges. In the Lewin change model, it focuses on refreezing as a method to incorporate change in the organization. Change models enable the measurement of results after a change process.

Models increase the success of the plans by instilling the confidence in change agents. The models give the expectations and what is needed to ensure success. With confidence, the success of the change process is increased. Finally, the models, create a standard approach on how to initiate the change. Lewin's change model goes ahead to give a road map from unfreezing, moving and refreezing.

Figure 1. An Adaptation of Lewin's Model with a Complementing PM Process



4.2 Conclusion

4.2.1 Conclusion

The change management plan is often overlooked in various organizations, but the importance in the organization and the individuals are diverse. Use of various change models such as the Lewin change model helps the organization improve its production. Change is not an easy thing to implement; some challenges follow change through its course. Employees benefit greatly from change management due to the effects on themselves and their skills. Change management is positively correlated to project management success. Project management usually has a well-written plan which is subject to change throughout the process which ensures the success of a project.

4.2.2 Recommendations

Organizations need to include all their members in implementing the change management plan. Some organizations are implementing change only in top-level management, which creates disharmony between the top and lower management. A change management plan needs to be customized for all the levels of management hence improving the success of the organization. A clear plan which indicates the role of the different levels in an organization boosts the success of

the plan since people talk from one view. Change management is important, but the roles need to be simplified to ensure employees understand the different changes and the roles they will play.

4.2.3 Future Research

Future research needs to be conducted on the change management model in project management. Application of change management model increases the success rate of the project due to the effectiveness of the model. Research that is done focuses on the importance of change management model, but few researchers have focused on its use in project management. It can be a road map in ensuring the success of the project and its management.

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BIOGRAPHICAL SKETCH

With ten years as a certified PMP and a member of the PMI, Taiwo O.O. Abraham currently leads as Horizant's PM on an enterprise-wide deployment of an Integrated Workplace Management Solution at Ontario Power Generation, Canada. Prior to joining Horizant, he led enterprise-wide delivery PMOs in many organizations including the Central Bank of Nigeria. Taiwo currently serves on the Board of Directors of the Project Management Institute (PMI) Ottawa Valley Chapter as the Vice President for Programs. In the fall of 2018, he received the PMI's 2018 James R. Snyder Award in recognition of his original contribution to the Project Management profession through engaging to understand client's needs, research and creative effort that best advance the concepts, tools and techniques of managing project-oriented tasks. Prior to his current role as a part-time PM professor at Ottawa's Algonquin College, he has in the last decade, trained nearly 2,000 PM practitioners around the world, led many of them to become PMI members while also helping many through the process of achieving their PM credential goals.

Taiwo got his bachelor's degree in Botany in 2007 at Obafemi Awolowo University, Ile-Ife, Nigeria where he also obtained a Postgraduate Diploma in Financial Management in 2013. He completed his Master of Business Administration (MBA), Management at the University of Texas RGV, Texas in May 2019.

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