



An Approach For Enhancing And Improving The Performance Of Project Management By A Study In The Private Sector

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Abstract: This article targets to make a commitment to thesis, as well as to practice, by distinguishing which project management tools are involved by most private institutions in overall and by area of work. The impact of experts' attributes in the decision making of venture the project management practices and their utilization in bunches be likewise dissected. We suggest that those affect the decision making, which, thus, further develop execution. Not many articles on administration, make spot on the impact on decision making by governance. The field of project management has advanced itself as a general as well as politically unbiased toolbox of strategies suitable for activities in any area, empowering the tight control of irregular work processes, with specific potential for the control of skilled job.

Keywords: Project Management, Quality of Work. Customer Satisfaction, information and technology (IT), Cluster, Toolset relationship.

I. INTRODUCTION

Project management techniques are acquiring expanding perceivability and significance to organizations; however, project management is still a profoundly problematical endeavor. The Standish Gathering World wide's Turmoil Declaration 2015 shows that in IT area of activity, in 2015, just 29% of the multitude of undertakings reviewed succeeded (i.e., were followed through on time, on spending plan, as well as through the expected highlights and works); 52% were tested; and 19% fizzled (dropped before finishing otherwise conveyed and never utilized). Nevertheless, these outcomes show an expansion in project achievement rates beginning around 2008, when the achievement rate was just 32%, featuring the significance of applying improved project management practices. It has been distinguished every one of the articles in those three journals in those years that had "governance" in the title, Undertaking the board groups of information are involved via experts as "best practice" advisers for what the venture the executives discipline contains. The venture the executives' group of information is the amount of information inside the calling of task the board, which incorporates demonstrated conventional practices to be generally applied. Although the project management replica is surprisingly well characterized through non elite group of information, project management is remarkably reliant upon the authoritative context, such as the plan of commerce or area, the size, as well as association atmosphere. However, the PMBOK® Guide, for instance, recognized to "Good practice" does not imply to information depicted ought to continually be applied constantly to all undertakings"; the firm or potentially project supervisory crew is answerable for figuring out what is fitting for any project. Project management practices in this revise are seen as those tools as well as strategies that experts use to "execute a project management process," such as a work breakdown structure or project nature. strategy as well as method be connected through the day-to-day practice, connected through things people do (Besner&Hobbs,2008).

II. OBJECTIVES

Project the board targets be effective enhancement of the task's systems of initiation, planning, execution and closure as well as the direction of the project group's activities towards accomplishing the committed goals inside the set scope, time, budget and quality.

Advantages

- Oversee Expenditure plans and Timetables.
- Further develop Efficiency and quality of Work.
- Moderate Venture risks.
- Further develop Associations through stakeholders.
- To increase stake holder satisfaction.
- Acquire a positive Upper hand.

Disadvantages

- Absence of figuring out regarding extent of venture adaptability.
- Absence of consistency, pinpointing project cutoff times as well as the resultant outcome

III. PROJECT MANAGEMENT CONCEPTS

There is no widespread settlement on the meaning of what a task. However, its old style definition ordinarily include:(1)the qualities of laid out quantitative and subjective objective(s), (2) a bunch of exercises to be intricate enough to need making due (uniqueness), as well as (3) a characterized start instance plus finish time (brief) (Cooke-Davies, 2001). These qualities encompass suggestions for reconsidering the meaning of what is a task. By and by, the idea of a task has been expanded as of an underlying spotlight on the administration of to a enormous extent unitary/remain solitary ventures through obvious plus settled upon objectives moreover finished outcome to incorporate numerous ventures along with projects that to multidisciplinary not predefined but instead are permeable, contested, furthermore open to discussion throughout(Atkinson,Crawford,&Ward,2006).In this review, the conventional view is taken on, characterizing a venture as" a transitory undertaking embraced to make a novel item, administration, or result" (PMI, 2017, p. 4). An undertaking involves a bunch of characterized prospect plus the degree to satisfy the project's goals and is compelled by time, cost, and foreordained execution details (Gaddis,1959;Turner,2014).

Project the board rehearses, when applied appropriately, lead to an expansion in likelihood of task achievement (Thomas & Mullaly, 2008). In any case, every association should survey the pertinence of each training on grounds to their utilization might not have the same impact for various associations. Project the board, hence, can be executed through devices and strategies, which ought to be custom fitted to the association's context. There are dissimilar norms and philosophies, referenced before, article in project the executive's practices, which may give direction to foster custom fitted undertaking the executive's processes. Tailoring devices, and strategies of association to each sort of task, all together to meet every one's necessities (PMI, 2017).Crawford, Hobbs, Turner (2005) expressed about the venture the executives approach: "there was better progress when technique were custom-made to project type than when a typical methodology was used". There are unlike principles as well as methodologies, documenting project the executive's practices, which might give direction to foster custom fitted undertaking the executive's processes.

IV. RESEARCH METHODOLOGY

There are a few sorts of examination procedures: explore, review, contextual investigation, activity research, grounded hypothesis, ethnography, and chronicled research (Saunders, Lewis, and Thornhill, 2009). The exploration system utilized was training. The exploration technique chose was a web-based poll. These decisions permitted to gather a lot of information in an cheap way. Different benefits of utilizing this exploration technique incorporated the capacity to contact a few associations at the same time, to get information quick, and to gather a expansive assortment of information that are not problematic to make sense of and comprehend. There are multiple approaches to leading a poll: by phone, paper, email, etc. For this review, fostering an overview as of scratch was picked, separating it from other overviews. This overview was created utilizing phone then direct association. The reason for this decision was to build the reaction rate.

V. PROJECT MANAGEMENT PRACTICES

This study considered the venture the executives rehearse examined in the PMBOK® Guide, as of the Venture The executives Organization (PMI, 2017). Project The board Establishment is a U.S. not-for-benefit association established in 1969. The PMBOK® Guide characterizes rules for project the executives that expect to advance and grow information in the field. The 6th release of the PMBOK® Guide distinguishes 10 Information Regions: Task Incorporation The board, Task Extension The executives, Undertaking Timetable Administration, Project Cost Administration, Venture Quality Administration, Task Asset The executives, Project Correspondences The executives, Venture Hazard The board, Undertaking Obtainment The board and Venture Partner The executives. As indicated by Marchewka (2015), those considered most significant are the degree, timetable, cost, and quality administration regions, which comparison to the fundamental goals of venture the board.

Explicit exact investigations have been led that distinguished the most utilized devices — for instance, White and Fortune (2002) and Besner and Hobbs (2006). White and Fortune (2002) directed an overview was intended to decide the degree to which those engaged through

the administration of undertakings really utilize the strategies besides procedures to stand profit capable then the adequacy of the strategies and methods utilized. The creators recorded 44 strategies, systems, instruments, methods and asked the respondents to show which had been utilized in the venture under examination in overview. The choices decided to be remembered for the rundown were those tracked down in a determination of standard reading material on project the board (e.g., Kerzner, 2017). From an investigation of 236 members, White and Fortune (2002) tracked down that the most normally utilized apparatuses distinguished were "off the rack" programming (77% of the respondents), Gantt graphs (64%), furthermore, money saving advantage scrutiny (37%).

A poll overview embraced by Besner and Hobbs (2006) investigated use of 70 apparatuses then procedures for 753 respondents. Besner and Hobbs (2006) saw that as the levels of use of devices then methods differed significantly founded on a scale running from 1 (not utilized) to 5 (extremely broad use). Table 1 records the 70 instruments and strategies remembered for Besner and Hobbs' (2006) overview in diminishing request via level of utilization, start to finish and left to right. Besner and Hobbs' (2006) discoveries are predictable with the outcomes since White and Fortune (2002). In spite of the fact that Besner then Hobbs (2006) chosen a bigger numeral of instruments and procedures, the most utilized devices recognized from White and Fortune (2002) remain likewise in Besner plus Hobbs' top rundown.

In view of proceeding through their course of information assortment as of 2004, Besner and Hobbs (2012a) gathered information in another two stages (2007 and 2009). The creators embraced a further review through two primary targets: to exhibit that specialists use project the executive's apparatuses then procedures in gatherings or toolsets, and to look at the utilization of these toolsets among project types. This study showed that training fluctuates through administration of four unique sorts of undertakings: designing and expansion activities, business and monetary administrations projects as well as so forth. Besner and Hobbs' (2012a) consequences depend on a bigger numeral of devices then procedures studied (108), contrasted besides their 2004 overview. A large portion of the devices remembered for Besner and Hobbs' 108 apparatuses list (that are not in their 70 devices list) stay relevant to portfolio the board (e.g., realistic show of portfolio, project portfolio investigation, project need positioning, multicriteria project determination or venture the board programming for project portfolio examination), which is past the extent of this research study, zeroed in on the administration of individual undertakings. There-front, this review utilizes the work created via Besner and Hobbs(2006) as a source of perspective.

Progress Report	Bid Documents
Kick-off Meeting	Feasibility Study
Project Management Software for Task Scheduling	Configuration Review
Gantt Chart	Stakeholders Analysis
Project Scope Statement	Project Management Software for Resource Leveling
Milestone Planning	Project Management Software for Monitoring Cost
Change Request	Network Diagram
Requirements Analysis	Project Communication Room (War Room)
Work Breakdown Structure	Project Website
Statement of Work	Bid/Seller Evaluation
Activity List	Database of Historical Data
Project Management Software for Monitoring Schedule	Project Management Software for Multi-project Scheduling/Leveling
Lessons Learned	Earned Value
Baseline Plan	Project Management Software for Cost Estimating
Client Acceptance Form	Database for Cost Estimating
Quality Inspection	Database of Lessons Learned
Project Management Software for Resource Scheduling	Product Breakdown Structure
Project Charter	Bidders Conferences
Responsibility Assignment Matrix	Learning Curve
Customer Satisfaction Surveys	Parametric Estimating
Communication Plan	Graphic Presentation of Risk Information
Top-down Estimating	Life Cycle Cost
Risk Management Documents	Database of Contractual Commitment Data
Contingency Plans	Probabilistic Duration Estimate (PERT)
Re-baselining	Quality Function Deployment
Cost-Benefit Analysis	Value Analysis
Critical Path Method	Database of Risks
Bottom-up Estimating	Trend Chart or S-Curve
Team Member Performance Appraisal	Control Charts
Team-Building Event	Decision Tree
Work Authorization	Cause-and-Effect Diagram
Self-Directed Work Teams	Critical Chain Method
Ranking of Risks	Pareto Diagram
Financial Measurement Tools	Project Management Software for Simulation
Quality Plan	Monte Carlo Analysis

Table 1. The 70 Tools Identified by Besner and Hobbs (2006) in Decreasing Order of Level of Usage

Activity List	Probabilistic Duration Estimate (PERT)
Baseline Plan	Product Breakdown Structure
Bid Documents	Progress Meetings
Bid/Seller Evaluation	Progress Report
Bidders Conferences	Project Charter
Bottom-up Estimating	Project Closure Documentation
Cause-and-Effect Diagram	Project Communication Room
Change Request	Project Issue Log
Client Acceptance Form	Project Management Software for Cost Estimating
Close Contracts	Project Management Software for Monitoring Cost
Communication Plan	Project Management Software for Monitoring Schedule
Configuration Review	Project Management Software for Resource Leveling
Contingency Plans/Risk Response Plan	Project Management Software for Resource Scheduling
Control Charts	Project Management Software for Simulation
Cost-Benefit Analysis	Project Management Software for Task Scheduling
Critical Chain Method	Project Scope Statement
Critical Path Method	Project Statement of Work
Customer Satisfaction Surveys	Project Website
Database for Cost Estimating	Qualitative Risk Analysis
Database of Contractual Commitment Data	Quality Function Deployment
Database of Historical Data	Quality Inspection
Database of Lessons Learned	Quality Plan
Database of Risks	Quantitative Risk Analysis
Decision Tree	Ranking of Risks
Design of Experiments	Re-baselining
Earned Value Management	Requirements Analysis
Feasibility Stud	Requirements Traceability Matrix
Financial Measurement Tools	Responsibility Assignment Matrix
Gantt Chart	Risk Identification
Graphic Presentation of Risk Information	Risk Reassessment
Handover	Self-Directed Work Teams
Kick-off Meeting	Stakeholders Analysis
Learning Curve	Team-Building Event
Lessons Learned	Team Member Performance Appraisal
Life Cycle Cost	Top-down Estimating
Milestone Planning	Trend Chart or S-Curve
Monte Carlo Analysis	Value Analysis
Network Diagram	Work Authorization
Parametric Estimating	Work Breakdown Structure
Pareto Diagram	

Table 2. The 79 Project Management Tools and Techniques Surveyed, in Alphabetical Order.

VI MOST USED PROJECT MANAGEMENTN PRACTICES

As to 20 apparatuses besides methods, the situation in this study is introduced via the Process Gatherings as follows:

1. Starting Interaction Gathering: start off gathering as well as task sanction (first and sixteenth positions, separately)
2. Arranging Cycle Gathering: work breakdown structure (ninth position); necessities investigation (eleventh position); project scope explanation (thirteenth position); standard arrangement (fifth position); action list, Gantt outline, and achievement arranging (second, fourth, then eighth positions, distinctly); risk identification (nineteenth position);
3. Executing Cycle Gathering: project issue log and les-children learned (fifteenth and eighteenth positions, individually); Checking besides Controlling Cycle Gathering: progress gatherings, progress report, change demand, project the executives programming for observing timetable and customer fulfillment overviews (third, sixth, twelfth, twentieth, and fourteenth positions, individually).
4. Scrutiny plus Controlling Cycle Gathering: progress gatherings, progress report, alteration demand, project the executives programming for observing timetable then consumer loyalty studies.
5. Shutting Interaction Gathering: customer acknowledgment structure, project conclusion documentation, and close contracts (seventh, tenth, and seventeenth positions, individually).

VII.MOST USED PROJECT MANAGEMENTN PRACTICES BY SECTOR OF ACTIVITY

The results showed, on the best 10 rundown, the main device and procedure of the Starting Process Assembly is startup gathering. Strangely, this device isn't in the main 10 most utilized apparatuses, taking hooked on account the reactions of the development area. The most delegate Interaction Gathering in this list is the Arranging System Gathering. Concerning Cycle Gathering, all the movement areas underneath investigation utilizes the movement list then pattern plan. These outcomes are lined up through investigation of Zwikael and Globerson (2006), which presumed that these recognized generally utilized practices movement rundown besides pattern plan are likewise significant practices for project achievement, appearing for this situation that the most utilized project the executives rehearse are likewise those that consume the most noteworthy effect on project execution. The outcomes additionally featured that bid/dealer assessment is one-of-a-kind instruments then procedure of Executing System

Assembly addressed in the main 10; it is addressed exclusively in fabricating area, in spite of fact that we would hope to track down it in the development area also. As expected, via noticing the End Cycle Gathering, we observed that nearby agreements are one of top 10 devices then methods utilized via the development area, as this is the area that typically exploits subcontracting the most.

VIII Most Used Project Management Practices: Influence of the Respondents' Characteristics

The impact of the orientation, age, proficient rank, instructive level, plus current position on instruments and strategies determination was additionally broke down. Results showed to orientation doesn't impact the apparatuses' choice through exception of 15 of he 79 instruments strategies; for instance, project articulation of work, bid records, plan of trials, parametric assessing, quantitative gamble examination, excellence capability arrangement, colleague execution examination, work approval, circumstances and logical outcomes outline and venture board programming for cost estimating, resource evening out, asset planning, task booking, and checking cost.

It was seen that men utilize a greater number of instruments as well as methods than ladies. Outcomes additionally show proof to age impacts the choice of 21 of absolute investigated apparatuses plus strategies, for instance: attainability study, handover, money saving advantage inspection, choice tree, Monte Carlo examination, hierarchical assessing, bid/merchant assessment, colleague execution examination, circumstances then logical results graph, Pareto outline, besides consumer loyalty reviews. The results got appear to show to proficient rank affects the determination of devices and strategies, as does the respondents' ongoing position. The expert position of the respondents is profoundly connected with the utilization of 39 of the 79 apparatuses and strategies, including plausibility study, benchmark plan, hierarchical assessing, bidder gatherings, circumstances logical outcomes outline, client acknowledgment structure, to give some instances. As to currentplaces of the respondents, huge outcomes were found for only eight of the 79 devices and strategies (practicality study, achievements arranging, project scope proclamation, quantitative gamble investigation, work separate construction, bid/merchant assessment, group building occasion, and Pareto chart). Contingent upon apparatuses and methods, as the place of respondents gets sophisticated, the more impact it has.

IX GOVERNANCE AND PROJECT PERFORMANCE

As the reason for this work, we have recommended to great governmentality plus administration are related through further developed project execution, as well as the connection might be through further industrialized direction. We audit what has been expounded on the connection amongst administration then task execution. Joslin and Müller (2016) consume shown to certain administration structures are related through progress. They have shown, if the parent association is partner centered, projects be bound to find success. They have shown that stewardship approaches are related through progress and think that might be on the grounds that stewards have elevated degrees of responsibility and recognizable proof through the association. We will get back to the connection among character as decision making later. They additionally show to administration might direct the utilization of techniques. Techniques might give gatherings and groups through mental models, which we will likewise get back to later.

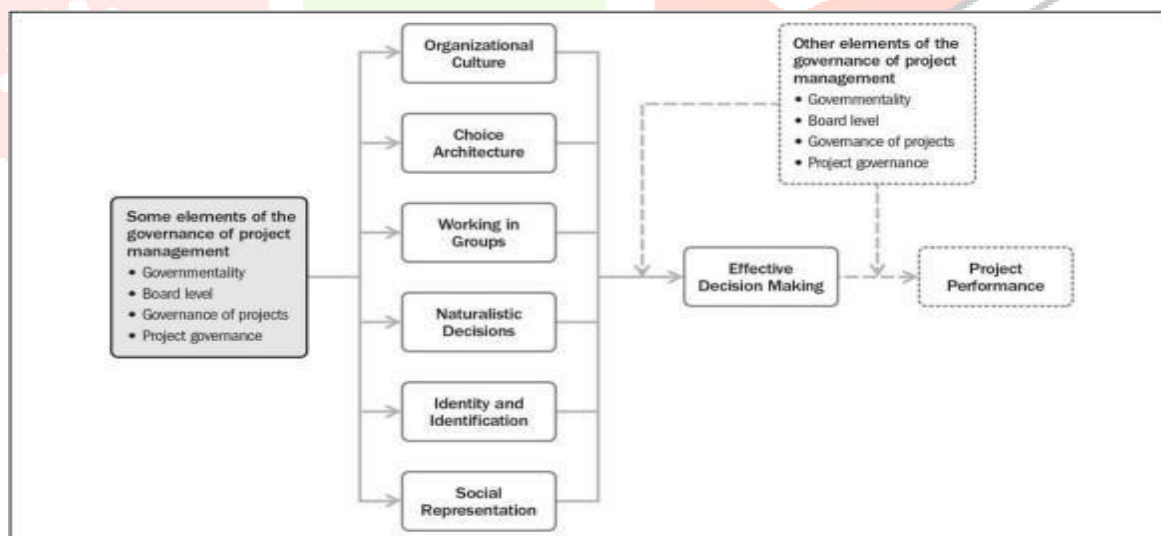


Figure 1: Governance and Project Performance

Figure 1 addresses the first proposition, the governmentality as well as administration be free factors that impression decision making through the six mental builds. Searching for connection is primary focal point of this article. In any case, we really do at times see that as the mental develop is autonomous variable to impacts administration and navigation, especially on account of culture, personality, plus social portrayal. All things considered, prodigious administration will be linked through great undertaking execution, yet to is on grounds both are independently subject to a third factor. A portion of the creators above recommended administration as a directing variable, yet we tracked down no resistant of that in this review, mostly in light of the fact that we were simply searching for the connection among administration and the six con-structs. The reason of this article is to administration plus direction are related, and that great dynamic prompts great venture execution; nonetheless, in this article, we don't check out at the connection amongst choice making then execution.

X ORGANIZATIONAL CULTURE

The biggest numeral of articles, about half, remark on how administration impacts on hierarchical culture. Governance and culture can impact each other. MacCormick (2019) recommends to proto-culture impacts governance as it is first settled; then governance impacts formal culture, yet additionally, casual culture impacts governance. Weber and Hsee (2000) recommend that culture will impact in decision making, thus governance will have an influence on decision making by means of culture.

Governance gives a system to shape however doesn't restrict activities of project managers. The degree of trust amongst project managers and governance structure impacts conducts of behaving, then the moral authority of senior management impacts the way of life of organisation. Sergeeva (2019) showed to best sort of governance to support the development is areas strong framework and greatest flexibility. This supports the discoveries of Turner then Müller (2004) who showed to effective tasks are related with medium levels of adaptability. Effective tasks have adequate adaptability to manage risk yet have some direction for the governance structure with regards to what cycles ought to be followed. Medium levels of construction give direction as to information and rules. Reason et al. (1998) showed that absence of direction about information and rules can prompt inadvertent mistakes. This is connected with whether the governmentality is tyrant, liberal, or neo-liberal, (Müller et al., 2016, 2017). Tyrant governmentality is related with governance by control and neoliberal with governance by trust. Haq et al. (2019) researched the distinction amongst contractual and social governance. Contractual governance manages ordinary execution, incentives and risk, how the gatherings impart, issues managed, as well as contract adjusted if necessary.

XI PROJECT MANAGEMENT PRACTICE TOOLSET RELATIONSHIPS

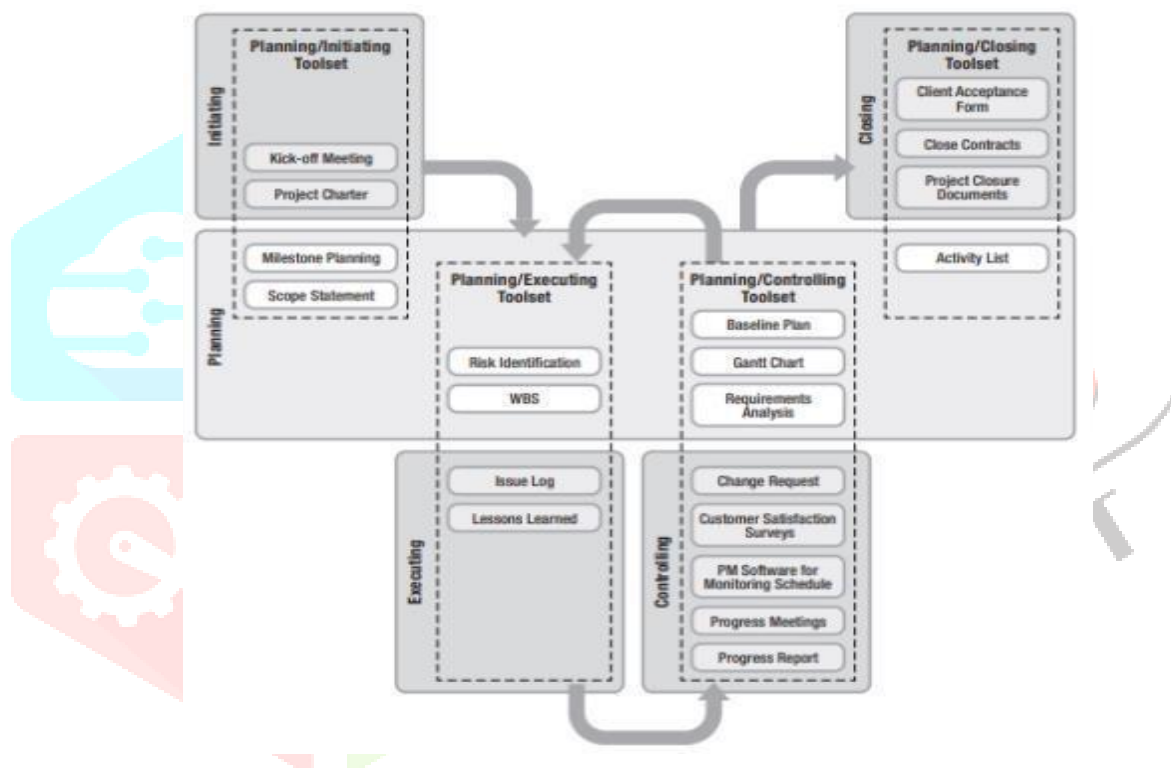


Figure 2: Project management practice toolset relationships

The above figure 2 shows the after effects of toolset bunching coming about because of element investigation. There is generally a fact in likemanner between the four gatherings, relating the project management practices related through arranging through the project management practices of four process groups Initiating Process Group, Executing Process Group, Monitoring and Controlling Process Group, and Closing Process Group framing four toolsets:

Planning/Initiating toolset (Factor #4), Planning/Executing toolset (Factor #2), Planning/Controlling toolset (Factor #1), and Planning/ Closing toolset (Factor #3).

XII IMPROVING TEAM AND GROUP WORKING.

To more readily figure out the presentation of gatherings and clusters in high-risk enterprises, team performance frameworks have been created. These incorporate sources of info, cycles, and outcomes. Data sources can incorporate the task of the team, and member attributes. The processes include communication, coordination, leadership, and decision making. The outcomes are fulfillment, well-being, and prosperity. Group correspondence incorporates the exchange of statistics, thoughts, and opinions among colleagues. Coordination targets to accomplish the simultaneous and facilitated exertion of colleagues. Leadership includes setting objectives, setting assumptions, besides planning exercises. Decision making requires the incorporation of information and opinions to arrive at a choice.

XIII CONCLUSION

This article targets to make a commitment to hypothesis, as well as to practice, by recognizing which project the management practices to be involved through most private firms overall plus via area of action. The impact of specialists' attributes in the decision of options of project management practices plus their utilization in clusters are likewise evaluated. The outcomes show the most utilized project management practices are kick off meetings, activity lists, progress meetings, Gantt charts, and baseline plans; nonetheless, contrasts between activity areas and specialists' attributes were found. The outcomes likewise show the most utilized project management practices are in fact utilized as toolsets. As an outcome of the monetary emergencies the world is confronting, it has turned out to be progressively significant for organisations to practice better project management practices. In this respect, associations need to have a superior information about the most utilized project management practices in any firms, as well as those that best fit every area of activity and, the firm's experts' qualities. For example, firms from construction sector should be having greater need to the project management practices than firms from other areas. Broadening this article sounds as helpful work, to program and portfolio management practices. It is displayed in this article that project management practices are bunched hooked on gatherings, so a few practices show high impacts. It would likewise be fascinating to utilize these outcomes on the development of a decision-making model in regards to the utilization of various tools and strategies.

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