

**T.C.  
ISTANBUL GEDİK UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES**



**EFFECT OF STRATEGIC PLANNING ON PROJECT SUCCESS OF  
PRIVATE CONSTRUCTION COMPANIES IN HARGEÏSA, SOMALIA**

**MASTER'S THESIS**

**Ahmed Ismail MOHAMED**

**Engineering Management Master in English Program**

**JUNE 2021**

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**Thesis Advisor: Asst. Prof. Dr. Redvan GHASEMLOUNIA**

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**İSTANBUL GEDİK ÜNİVERSİTESİ**  
**LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ**

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## **DECLARATION**

I, Ahmed I. Mohamed, do hereby declare that this thesis titled as “Effect of Strategic Planning on Project Success of Private Construction Companies in Hargeisa, Somalia” is original work done by me for the award of the master’s degree in the faculty of Engineering Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (22/06/2021)

Ahmed Ismail MOHAMED

## **DEDICATION**

I dedicate this study to my parents whom are my fountain of strength and motivations, whom have seen our good and bad times and loved us unconditionally and raised me and still there for me, to you my mother and father which without them i could not achieve this beautiful milestone of my life to you my mother and father I pray that almighty God keep you with us all the time and my happiness find you forever.

Lastly iam proud to say hooyo aabo we made it.

## **PREFACE**

Firstly, I would like to express my sincere gratitude to my advisor Dr. Redvan GHASEMLOUNIA for the continuous support of my Master's study and conducting this research, for his patience, motivation, and immense knowledge. His guidance helped me in all the time of research and writing of this thesis. I could not have imagined having a better advisor and mentor for my Master's study. Also, I would like to thank Farhan M. Jama for his guidance and support, also My brother-in-law Abdilahi Dahir, and thanks to all my lecturers at the School of Postgraduate Studies and Research, Istanbul Gedik University.

Similarly, I would like to express my appreciation to all those who contributed to the process of writing this thesis. I am indebted to my family, especially my mother, father, and my beloved sister Siham without their motivation, encouragement, and patience I would not be able to accomplish this and also take this opportunity to thank all my Lecturers for the knowledge they assisted me to acquire. Without forgetting the respondent of construction companies whose feedback enable me to get the data for the analysis especially manager site engineers of construction companies for securing the research permit. Finally blessed be to the Almighty God through whose unconditional love, provided me with life, strength, and intellect throughout this program.

June 2021

Ahmed I. MOHAMED

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## TABLE OF CONTENTS

	<u>Page</u>
<b>PREFACE</b> .....	<b>v</b>
<b>TABLE OF CONTENTS</b> .....	<b>vi</b>
<b>ABBREVIATIONS</b> .....	<b>ix</b>
<b>LIST OF TABLES</b> .....	<b>x</b>
<b>LIST OF FIGURES</b> .....	<b>xi</b>
<b>ABSTRACT</b> .....	<b>xii</b>
<b>ÖZET</b> .....	<b>i</b>
<b>1. INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study.....	1
1.2 Context .....	5
1.3 General Objective.....	6
1.3.1 Specific research objectives .....	6
1.4 Research Hypotheses .....	6
1.4.1 General research hypothesis.....	6
1.4.2 Specific research hypotheses .....	6
1.5 Research Questions .....	7
1.5.1 General research question .....	7
1.5.2 Specific research questions .....	7
1.6 Scope of the Study .....	7
1.7 Importance of the Study .....	7
1.8 Limitation of the Study .....	7
1.9 Dependent Variable.....	8
1.9.1 Independent variables .....	8
1.9.2 Control variables .....	9
1.9.3 Conceptual framework.....	9
<b>2. REVIEW OF RELATED LITERATURE</b> .....	<b>12</b>
2.1 Introduction .....	12
2.1.2 Definition of strategy .....	12
2.1.3 Plans and planning .....	15
2.1.4 The concept of strategy .....	16
2.1.5 Strategic planning in the construction industry.....	17
2.3 Strategic Planning Methods .....	18
2.3.1 Strategic thinking and management .....	19
2.4 Definition of Project Success .....	20
2.4.1 Concept of project success .....	20
2.5 Resource Planning and Project Success .....	22
2.5.1 Planning construction work force .....	23
2.5.2 Planning construction materials .....	24
2.5.3 Planning construction equipment.....	24
2.6 Communication Planning and Project Success .....	25

2.6.1	Communication models and methods .....	25
2.6.2	Project communication plan.....	27
2.6.3	Communication requirements analysis .....	28
2.6.4	Communication objective .....	30
2.6.5	Delivery channels.....	30
2.6.6	Obstacles of project communications .....	32
2.7	Risk Management Planning and Project Success.....	34
2.7.1	Connection between risk management and project success.....	35
2.7.2	Connection between project planning and project risk management.....	36
2.7.3	Moderating role of risk management .....	37
2.8	Scope Management Plan and Project Success .....	38
2.9	Conclusion.....	41
<b>3.</b>	<b>RESEARCH METHODOLOGY .....</b>	<b>42</b>
3.1	Introduction .....	42
3.2	Research Area .....	42
3.3	Research Design.....	43
3.4	Study Population .....	44
3.4.1	Target population .....	44
3.4.2	Accessible population .....	44
3.5	Sample and Sampling.....	44
3.5.1	Sample size .....	44
3.5.2	Exclusion criteria .....	44
3.5.3	Sampling techniques .....	44
3.6	Data Collection.....	45
3.6.1	Data collection methods.....	45
3.6.2	Data collection instrument .....	45
3.6.3	Research procedure .....	45
3.7	Quality Control.....	46
3.7.1	Piloting .....	46
3.7.2	Validity of instruments.....	46
3.7.3	Reliability of instruments.....	46
3.8	Data Analysis .....	46
3.8.1	Statistical methods used in the analysis for analysis data .....	47
3.9	Ethical Consideration .....	47
<b>4.</b>	<b>RESULTS AND FINDINGS .....</b>	<b>48</b>
4.1	Introduction .....	48
4.2	Background Factors .....	48
4.2.1	Gender representation .....	48
4.2.2	Age of the respondents.....	49
4.2.3	Level of education of respondents .....	50
4.2.4	Respondents years of experience .....	51
4.3	Resource Planning and Project Success.....	52
4.4	Communication Planning and Project Success .....	53
4.5	Risk Management Planning and Project Success.....	54
4.6	Project Success.....	55
4.7	Regression Analysis .....	56
4.8	Using The (Chi-Squared) Test .....	57
4.8.1	Pseudo R-squared.....	57
4.8.2	Test of hypotheses.....	60
<b>5.</b>	<b>CONCLUSION AND RECOMMENDATIONS.....</b>	<b>61</b>



5.1 Introduction .....	61
5.2 Summary of Findings .....	61
5.3 Discussion .....	63
5.4 Conclusion.....	66
5.5 Recommendations .....	66
5.5.1 General recommendations.....	66
5.5.2 Recommendation for further research.....	67
<b>REFERENCE .....</b>	<b>68</b>
<b>APPENDICES .....</b>	<b>71</b>
<b>RESUME.....</b>	<b>81</b>

## **ABBREVIATIONS**

<b>SWOT</b>	: Strength, Weakness, Opportunities, and Threats
<b>BCG</b>	: Boston Consulting Group
<b>JPLG</b>	: Joint Program on Local Governance
<b>DSD</b>	: Decentralized Service Delivery
<b>IEEE</b>	: Institute of Electrical and Electronics Engineering
<b>PMBOK</b>	: Project Management Body Of Knowledge
<b>US</b>	: United States of America
<b>PM</b>	: Project Management

## LIST OF TABLES

	<u>Page</u>
<b>Table 4.1:</b> Gender Representation .....	48
<b>Table 4.2:</b> Age of respondents.....	49
<b>Table 4.3:</b> Level of Educational of Respondents .....	50
<b>Table 4.4:</b> Respondents Years of Experience.....	51
<b>Table 4.5:</b> Resource Planning and Project Success.....	52
<b>Table 4.6:</b> Communication Planning and Project Success .....	53
<b>Table 4.7:</b> Risk Management Plan and Project Success.....	54
<b>Table 4.8:</b> Scope planning and Project Success .....	55
<b>Table 4.9:</b> Model Fitting of Information .....	57
<b>Table 4.10:</b> Pseudo R-Square .....	58
<b>Table 4.11:</b> Parameter Estimates .....	59
<b>Table 4.12:</b> Hypothesis Analysis.....	60

## LIST OF FIGURES

	<u>Page</u>
<b>Figure 1.1:</b> Five Functions of Management .....	5
<b>Figure 1.2:</b> Conceptual Framework of the Strategic Planning and Project Success ...	9
<b>Figure 2.1:</b> Three Main Communication Channels.....	31
<b>Figure 2.2:</b> Iron Triangle .....	39
<b>Figure 3.1:</b> Research area.....	43
<b>Figure 4.1:</b> Gender of Respondents.....	49
<b>Figure 4.2:</b> Age of Respondents.....	50
<b>Figure 4.3:</b> Level of Educational of Respondents.....	51
<b>Figure 4.4:</b> Year of Respondents.....	52

# **EFFECT OF STRATEGIC PLANNING ON PROJECT SUCCESS OF PRIVATE CONSTRUCTION COMPANIES IN HARGEISA, SOMALIA**

## **ABSTRACT**

Living in the second decade of the twenty-first century, it is surrounded by massive projects. In Hargeisa, Somalia there are so many projects implemented by private construction companies which face implementation challenges of budget, schedule, poor communication with stakeholders, and other project risks. In essence, the fact is that there is critical failure of construction projects, according to the IEEE [2018], a study was conducted of about 100 projects identified as failures by the projects' managers or parent organizations, using the project implementation profile. As stated, the World Bank Report [2018], the procurement departments of Somali government and international organizations have criticized project failure to private construction companies. The fact is that there is critical failure of construction projects, thus, the researcher wants to know considerably more about how strategic planning effects project success in private construction companies in Hargeisa, Somalia. This gap that the researcher interesting to address. The effect of strategic planning on project success in private construction companies in Hargeisa, Somalia have not yet examined. Thus, the researcher wants to know considerably more about how strategic planning effects project success in private construction companies in Hargeisa, Somalia. Hence the study investigated effect of strategic planning on project success of private construction companies in Hargeisa Somalia.

The study specifically investigated the effect of resource planning, planning, and risk management planning on project success of private construction companies in Hargeisa, Somalia. The study used cross-sectional survey design, with a random sample of 132 respondents from 50 companies, site engineers, managers and chief engineers were especially selected due to their experience to the field. Data was collected using administrated questionnaire and analyzed through both descriptive statistics and multi linear regression-ordinal analysis methods.

The study has found Resource planning has high improvement effect on project success of Somalia private construction companies in Hargeisa  $r =$  [odds ratio of 1.319 [95% CI, 0.034 to 0.268], statistically significant Wald  $X^2 (1) = 6.423$ ,  $p=0.011$ . A communication planning is process of driven policy approach to a providing stakeholders with information, the final plan formally defines who should be given specific information, when that information should be delivered and what communication channels will be used to deliver the information properly. Also, the researcher found that Communication planning and risk management planning has low improvement effect on project success of Somalia private construction companies in Hargeisa with  $r=$  [odds ratio of 1.319[95% CI, -0.160 to 0.165], Wald  $X^2 (1) = 0.001$   $p=0.975$  and  $r=$  [odds ratio of 0.991 [95% CI, -0.142 to 0.130], Wald  $X^2 (1) = 0.08$ ,  $p= 0.929$  respectively. Risk management planning is the process of identifying, assessing and controlling threats to a project, these threats, or risks,

could stem from a wide variety of sources, including financial uncertainty, legal liabilities, strategic management errors, accidents and natural disasters. Finally, the study recommends that resource planning has high performance on project success while the other two objectives have low performance on project success of private construction companies in Hargeisa, Somalia.

**Keywords:** Strategic planning, Communication Planning, Scope Management, Risk planning, Project success

# STRATEJİK PLANLAMANIN SOMALİ HARGEİSA'DAKİ ÖZEL İNŞAAT FİRMALARININ PROJE BAŞARISI ÜZERİNE ETKİSİ

## ÖZET

Yirmi birinci yüzyılın ikinci on yılında yaşamak, devasa projelerle çevrilidir. Hargeisa, Somali'de özel inşaat şirketleri tarafından uygulanan ve bütçe, takvim, paydaşlarla zayıf iletişim ve diğer proje riskleri gibi uygulama zorluklarıyla karşı karşıya kalan pek çok proje var. Özünde, inşaat projelerinin kritik başarısızlığı vardır, IEEE'ye [2018] göre, proje uygulama profili kullanılarak proje yöneticileri veya ana kuruluşlar tarafından başarısızlık olarak tanımlanan yaklaşık 100 proje hakkında bir çalışma yapılmıştır. Belirtildiği gibi, Dünya Bankası Raporu [2018], Somali hükümetinin satın alma departmanları ve uluslararası kuruluşlar, özel inşaat şirketlerine proje başarısızlığını eleştirdi. Gerçek şu ki, inşaat projelerinin kritik bir başarısızlığı var, bu nedenle araştırmacı, stratejik planlamanın Somali Hargeisa'daki özel inşaat şirketlerinde proje başarısını nasıl etkilediği hakkında önemli ölçüde daha fazla bilgi edinmek istiyor. Bu boşluk, araştırmacının ele alması ilginç. Hargeisa, Somali'deki özel inşaat şirketlerinde stratejik planlamanın proje başarısı üzerindeki etkisi henüz incelenmemiştir. Bu nedenle araştırmacı, stratejik planlamanın Somali, Hargeisa'daki özel inşaat şirketlerinde proje başarısını nasıl etkilediği hakkında önemli ölçüde daha fazla bilgi edinmek istiyor. Bu nedenle çalışma, stratejik planlamanın Hargeisa Somali'deki özel inşaat şirketlerinin proje başarısı üzerindeki etkisini araştırmıştır.

Çalışma, özellikle Hargeisa, Somali'deki özel inşaat şirketlerinin proje başarısı üzerindeki kaynak planlama, planlama ve risk yönetimi planlamasının etkisini araştırdı. Çalışma, 50 şirketten, şantiye mühendislerinden, yöneticilerden ve baş mühendislerden 132 katılımcının rastgele bir örneklemeyle, kesitsel anket tasarımı kullandı ve özellikle sahadaki deneyimleri nedeniyle seçildi. Veriler, yönetilen anket kullanılarak toplandı ve hem tanımlayıcı istatistikler hem de çoklu doğrusal regresyon-sıralı analiz yöntemleri ile analiz edildi.

Çalışma, Hargeisa'daki Somali özel inşaat şirketlerinin proje başarısı üzerinde Kaynak planlamasının yüksek iyileştirme etkisine sahip olduğunu bulmuştur  $r =$  [olasılık oranı 1.319 [%95 GA, 0.034 ila 0.268], istatistiksel olarak anlamlı Wald  $X^2(1) = 6.423$ ,  $p=0.011$  . Bir iletişim planlaması, paydaşlara bilgi sağlamak için yönlendirilen politika yaklaşımı sürecidir; nihai plan, belirli bilgilerin kime verileceğini, bu bilgilerin ne zaman iletileceğini ve bilgiyi doğru bir şekilde iletmek için hangi iletişim kanallarının kullanılacağını resmi olarak tanımlar. Ayrıca araştırmacı, İletişim planlaması ve risk yönetimi planlamasının, Hargeisa'daki Somali özel inşaat şirketlerinin proje başarısı üzerinde düşük iyileştirme etkisine sahip olduğunu  $r =$  [olasılık oranı 1.319[%95 GA, -0.160 ila 0.165], Wald  $X^2(1) = 0.001$   $p=0.975$  ve  $r =$  [0.991'lik oran oranı [%95 GA, -0.142 ila 0.130], Wald  $X^2(1) = 0.08$ ,  $p= 0.929$ . Risk yönetimi planlaması, bir projeye yönelik tehditleri belirleme, değerlendirme ve kontrol etme sürecidir, bu tehditler veya riskler, finansal belirsizlik, yasal yükümlülükler, stratejik yönetim hataları, kazalar ve doğal afetler dahil olmak

üzere çok çeşitli kaynaklardan kaynaklanabilir. Son olarak, çalışma, kaynak planlamasının proje başarısı üzerinde yüksek performansa sahip olduğunu, diğer iki hedefin ise Somali Hargeisa'daki özel inşaat şirketlerinin proje başarısı üzerinde düşük performansa sahip olduğunu önermektedir.

**Anahtar Kelimeler:** *Stratejik planlama, İletişim Planlaması, Kapsam Yönetimi, Risk planlaması, Proje başarısı*



# **1. INTRODUCTION**

## **1.1 Background of the Study**

According to McKinsey (1810), strategy concerns something done out of sight of an enemy. The writers argue that in this term strategy used by the military arms as a tactic, to win from their enemy. The writer's argument proves that the strategy is the game plan on how to win. As the title indicates, strategic planning has a critical and vital role in the success of any project, in regard this study aimed to discover and examine how strategic planning affects project success and what are the strategic planning factors to be considered before such projects started. In this chapter of the thesis, the researcher attempted to introduce the subject under study, objectives, and hypothesis of the research and outline the scope, significance of the study, and finally the limitations.

According to George (1987), the term strategy comes from the Greek word {strategus} a specialty of troop pioneer; office of general, order, or generalship, which is an undeniable level intend to accomplish at least one objective under conditions of uncertainties. Similarly, according to Samuel (2012) term technique is gotten from the Greek word strategus which means general or armed force pioneer. Lately essential arranging has its foundations from the Harvard Business School. Furthermore, according to Harvard (1960 the Harvard Strategy Model was created and educated in the mid-1920s to understudies of the Harvard Business School,

SWOT- Strength, Weakness, Opportunities and Threats and the systematic assessment of Strengths, Weaknesses, Opportunities, and Threats Investigation came from the Harvard Strategy Model).

According to Samuel (2012), in the last part of the 1950s, Igor Ansoff, named as the father of strategic management invented the Product-Market Growth Matrix which centers around two variables, products, and markets.

In 1970s, the Product Portfolio Model (also known as BCG Matrix) is ascribed to Boston Consulting Group founded by Bruce Henderson a model which discusses the interrelationship between market share and market development.

As indicated by Porter (1979), the five factors are the dealing power of suppliers, dealing influence of clients, danger of new contestants, danger of substitute items, and serious competition inside an industry. However, according to Samuel (2012) in the last part of the 1980s, the public sector consistently arose and accepted strategic planning as reorganizers which communicated their longing to run government more like a business.

In Somalia, The Ministry of National Planning and Development of Somalia is mandated to set up the national plan. According to The Ministry of National Planning and Development of Somalia (2017), a five-year plan was established in 2012, all the governmental institutions were attended especially planning departments. The Plan has been developed using the criteria of the Joint Assessment of National Strategies provided by the International Partnership in 2010. Although the plans were well written, some of these projects ended up failing. For instance, the Humbaweyne dam project implemented by the Somalia ministry of water and funded by the Kuwait charity organization failed. Similarly, the Joint Program on Local Governance (JPLG) and Decentralized Service Delivery (DSD) implemented by five Ministries, eight Local Governments with the support of five UN Agencies championed by the Vice President of Somalia was based on a five-year plan (Ministry of National Planning and Development, 2017). The JPLG (Joint Program on Local Governance program), which was a five-year plan aimed at local government development completely failed and not benefited target beneficiaries as expected.

This study will deal with concepts of strategic planning and project success. Project success is a measurement of the result or the outcome of the project against the project plans specifically in the aspects of scope, time, cost, and quality (Freeman & Beale, 1992).

The project strategic planning in this study was referred to as a resource plan, risk plan, communication plan, and finally, a project management scope plan. The strategic plan is the game plan of how to win. Strategic planning is a valuable tool

which is for directing day-to-day activities and also for evaluating progress and redirecting scenarios when moving forward (Devra, 2018).

Planning is a way to accomplish and done the exercises needed to be done in its ideal objective (Owen, 1997).

There are a lot of different perspectives and views on strategy, and how it should be defined. As the writer indicates strategy is the game plan on how to win. De Wit and Meyer (2010) defined strategy as a game-plan for accomplishing an association's goal. Moreover, strategy by and large Includes defining goals, determining actions to achieve goals, and activating assets to perform actions. (Freedman, 2015). Nevertheless, it is significant on the basis that resources are needed to achieve these goals which are normally restricted and need formulation and implementation.

Therefore, we can simply conclude that an organization cycle of characterizing its game plan, or objectives, and deciding on apportioning its assets to seek after this approach is strategic planning. (Bryson, 2018). As the definition explains Strategic Planning starts with defining the goals and objectives of an organization that is, defining organization strategy and picturing how this strategy will be implemented. Moreover, the success of the projects depends on how the managers set and define the organization's strategy. As defined before, a strategic plan as a vital role in project success. In contrast, Strategic planning is the process in which organizational leaders establish their vision for the future, as well as identify their goals and objectives for the organization which is based on planning resources, risks, communication, scope management, and market conditions (Eden & Ackermann,1998).

According to Miller (2014), Resource Management Planning is a tool used by project supervisors to manage their assets. On a regular basis, a resource management plan is used to address the main resource in each task: human property.

additionally, as PMBOK (2015). “project management body of knowledge” characterized project’s human resource management as an interaction expected to viably of individuals with appoint, put together, oversee, and project team.

A project team is to make jobs and duties regarding a task. Colleagues may be allocated full or low maintenance to a task and every one can bring a specific

measure of information, abilities, and capacities. Each employee is given a task and activities when the project manager creates a resource management strategy.

A communication plan is a strategy driven way to deal with giving stakeholders data (Margare, 2018).

risk is an unsure occurrence or circumstance that, if it occurs, has a positive or negative impact on an undertaking's objectives (PMOB, 2015). Risk is characteristic with any venture and should evaluate hazards more often and draft plans to deal with them.

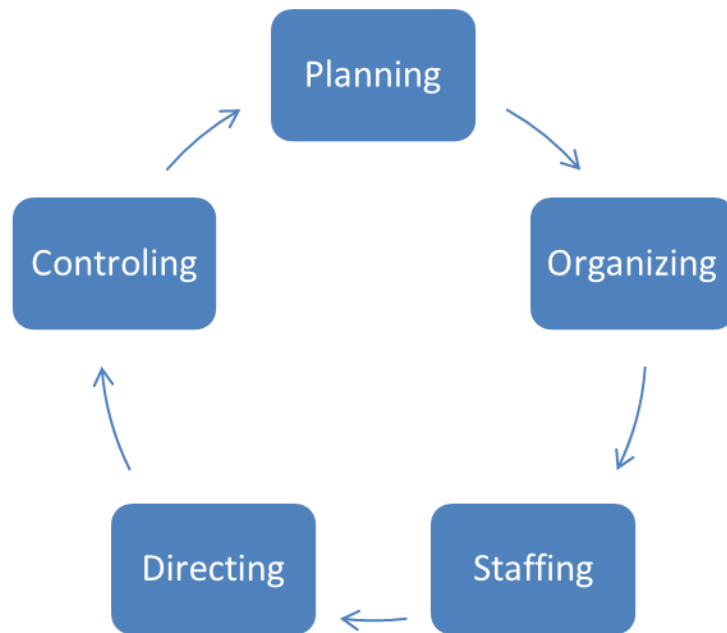
According to Joint Task Force (2017), a risk management plan is an assignment that an ongoing project manager forecasts and predict chances, tackle impacts, and evaluate outcomes and draft solutions.

Bayne and Watt (2017) defined a project scope planning associated to all work expected to meet effectively project objectives. The idea is that when you start a project, you need a clear image of all the work needed on your project, and as the project advances, to follow up that scope up to date and break it down.

There are three general sorts of non-practical advancement requirements which are time, resource, and quality. Bovaird (2009) argued that an organization without a strategy has no direction and hence leads to being incompetent.

This study will be anchored by the theoretical principles of management created by Henri Fayol (1916), his 14 principles of management include the strategic planning principle and explains that Planning is looking ahead as indicated in figure 1.

As Henri Fayol argued drawing up a good essential strategy plan is the difficult part of the five functions of management as shown in figure below.



**Figure 1.1:** Five Functions of Management

**Source:** (14 Principles of Fayol, 1916)

The above figure demonstrates that the entire focus of organization is for time and implementation, planning should be putted in the different levels of the process. planning should take part in both organization's assets and adaptability of good implementation into matter as this will ensure progression and success.

## 1.2 Context

Living in the second decade of the twenty-first century, it is surrounded by massive projects. In Somalia, there are so many projects implemented by private construction companies that face implementation challenges of budget, schedule, poor communication with stakeholders, and other project risks.

According to (IEEE 2018), the institute; of electrical and electronics engineering: a study was conducted of about 100 projects identified as failures by the managers or parent organizations, using the project implementation profile.

As stated in the World Bank Report (2018), the procurement departments of the Somalia government and international organizations have criticized project failure to private construction companies.

The fact is that there is a critical failure in construction projects, thus the researcher wants to know considerably more about how strategic planning affects project

success in private construction companies in Somalia. This is the gap that the researcher interesting to address.

### **1.3 General Objective**

#### **1.3.1 Specific research objectives**

1. To find out the effects of resource plan on project success of private construction companies in Somalia.
2. To assess the effects of a communication plan on the project success of private construction companies in Somalia.
3. To identify the effects of risk plan on project success of private construction companies in Somalia.
4. To assess the effects of the scope management plan on project success of private companies in Somalia.

### **1.4 Research Hypotheses**

#### **1.4.1 General research hypothesis**

Study examination will be based on the claim that there is a significant relationship between strategic planning on project success of private construction companies in Somalia.

#### **1.4.2 Specific research hypotheses**

In this part of the study, we look into these specific research hypotheses:

H<sub>1</sub> There is a huge connection between Resource plans on project success of private construction companies in Somalia.

H<sub>2</sub> There is a huge connection between Communication plans on project success of private companies in Somalia.

H<sub>3</sub> There is a huge connection between Risk plans on project success of private construction companies in Somalia.

H<sub>4</sub> There is a huge connection between planning scope on project success of private companies in Somalia.

## **1.5 Research Questions**

### **1.5.1 General research question**

The general study question of this work is on the effect of planning strategies on project success of private construction companies in Somalia?

### **1.5.2 Specific research questions**

1. How Resource plan effect the project success of private construction companies in Somalia?
2. What is the Communication plan effect on the project success of private construction companies in Somalia?
3. What is the Risk plan effect on project success of private companies in Somalia?
4. What is the planning scope effect on project success of private construction companies in Somalia?

## **1.6 Scope of the Study**

The researcher used mixed-method which will concentrate on the effect of strategic planning on the project success of private construction companies in Somalia. Finally, the researcher will conduct this study from Feb 2020 to March 2021.

## **1.7 Importance of the Study**

The study will add value for project management practitioners, researchers, engineers, contractors, investors, and academicians, and students. Similarly, this study will benefit the Upper-level management of private construction companies in Somalia to achieve organizations sustainable development.

## **1.8 Limitation of the Study**

There could be constraints of time, cost, and distance; a researcher will work on the delimitations. However, there could be non-cooperation or non-response from the respondents.

## **1.9 Dependent Variable**

In this thesis, dependent variables are on the scope management plan, project communication planning, risk management planning, and resource planning. To measure participants' view, four items from Bray field and Roth's (1951) Likert scale were used. These items were "Communication Planning and Project Success", "Resource Planning and Project Success", "Risk Planning and Project Success", "Project Success". Participant responses were assessed with a five-point Likert scale (5= Strongly Disagree, 4= Disagree, 3= Neither Agree nor Disagree, 2=Agree, 1= Strongly Agree).

In order to measure participants' work engagement Descriptive Analyzes were used. Respondents were questioned to which extent they agreed with the statements provided: "Communication Planning and Project Success.", "Resource Planning and Project Success.", "Risk Planning and Project Success." "Project Success.". (absorption), by rating them on a five-point Likert scale (5= Strongly Disagree, 4= Disagree, 3= Neither Agree nor Disagree, 2=Agree, 1= Strongly Agree).

To measure respondent's review to project completion on their organizations, analysis was used on SPSS software. Respondents were questioned to show the extent to which they agreed with the statements provided above, by rating them on a five-point Likert scale (1= Strongly Disagree, 2= Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5= Strongly Agree).

### **1.9.1 Independent variables**

In this thesis, Strategic Management is the independent variable. Employees' organizational identification was evaluated by a scale which developed by Ma el and Ashford (1992). To measure strategic planning, four items were adapted from Yang (2012). Respondents were asked to indicate the extent to which they agreed with the statements provided ("is Resource Planning factor for project successes." "is Risk Planning factor for project successes." "is Scope Planning factor for project successes." "is Project Success vital for organization survival."), by rating them on a five-point Likert scale (5= Strongly Disagree, 4= Disagree, 3= Neither Agree nor Disagree, 2=Agree, 1= Strongly Agree).



### 1.9.2 Control variables

Scope management plan, project communication planning, risk management planning, and resource planning intention may be influenced by many variables. Apart from business and organizational characteristics, personal characteristics such as employee's age, gender, and educational status also affect job satisfaction. Age can have indirect effects on project success. Employees who are older are more likely to have higher levels of experience because of higher wages, long-term involvement in the organization, high level of responsibility in the organization, or less expectations, and the high level of trust and experience (Cherrington, 1994).

Gender is another important feature that affects project success. Studies have shown that the intrinsic elements of motivation of men and women differ from time to time (Kirel, 1999). Similarly, research has shown that cost, time and quality might also have either positive or negative effects on the outcome variables used in this study (Chirchir, 2016; Gesinde and Adejumo, 2012; Hayes, 2015).

### 1.9.3 Conceptual framework

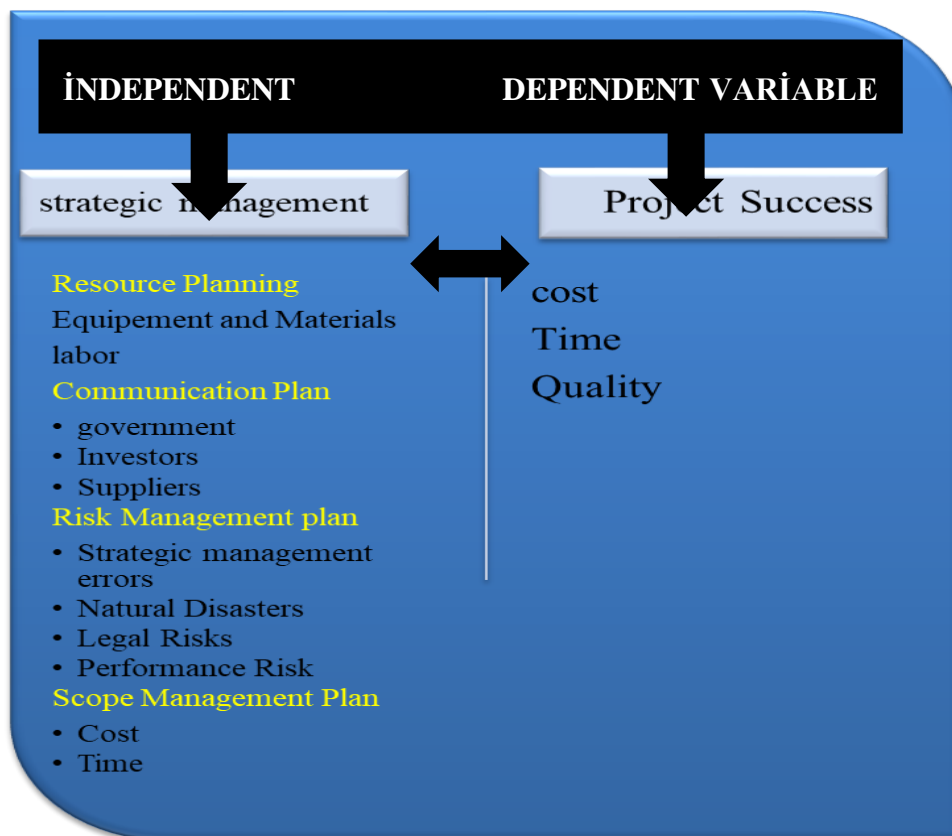


Figure 1.2: Conceptual Framework of the Strategic Planning and Project Success

In above diagram, the researcher will attempt to answer explain the question of the effect of planning strategies on project success of private construction companies in Somalia; the Independent Variable studied in this research which is planning strategies here was categorized into four elements (resource plan, communication plan, risk plan, and planning scope).

Each independent variable will measure through a set of indicators; the financial plan was conceptualized as a financial plan, human resources plan. Similarly, the communication plan was conceptualized as government, investors, and suppliers.

On the other hand, the project risk plan was conceptualized as scheduling, governance (political) risk, legal risks, and Performance risk. On the other hand, the dependent variable of the study referred to as project success in this study identified as project success which contains time, cost, and quality the below diagram visualizes the hypothesized cause-effect relationship of the study. The study has considered mediating variables that could influence the Dependent Variable but will not be examined in this study.

### **Section Layout**

In this dissertation, there are mainly five chapters included. The dissertation starts with first chapter, which is an introductory section consists of study background, context, study objectives, study questions, Scope of the study, importance of the study, limitations of the study and conceptual frame work. In Chapter2, the literature on strategic planning and project success is reviewed. The first part of the literature review involves the general definition about strategic planning, concepts behind strategic planning, project success definitions, concept of project success, what is project success in terms of organization types of strategic planning. In the second and third part, we look at project success in terms of communication planning, resource planning, risk planning and finally in terms of scope planning. Third part of the literature review focuses on the relationship between strategic planning and project success, based on the previous research findings.

The final part of the literature review includes a more detailed analysis of the relationships between each factor related with project success as peer view of the researcher. Chapter 3 and Chapter 4 comprises the research methodology. In this section, firstly, sampling and research procedure are explained. Then, survey

instrument is introduced with all its details. Lastly, data analysis techniques are described. Chapter 5 includes the results of the study. In this section, descriptive analysis, regression analysis, and correlation analysis are provided.

The dissertation ends with the discussion and conclusion section which provides a summary of the findings and implications of the effect of strategic planning and project success.

Moreover, number of limitations of the study and recommendations for future research are discussed in this specific section.

## **2. REVIEW OF RELATED LITERATURE**

### **2.1 Introduction**

This section examines the related works and what have been written regarding the cause-effect between strategic planning and project success and how independent variable affects the dependent variable of the study.

#### **2.1.2 Definition of strategy**

The term "strategy" has several definitions, all of which are significant and valuable to those charged with determining the strategy of their company, business, or organization. From 1962 until 1996, different authors suggested several definitions of the strategy, which are briefly summarized here.

Strategy and Structure (1962), by Alfred D. Chandler, Jr., is a classic examination of the link between business structure and strategy. Strategy, according to Chandler, is "determination of basic long-term goals and objectives." The longevity of an enterprise, as well as the adoption of action plans and resource allocation to fulfill these goals (As we'll see later, the civilian application of the approach is resource allocation, which is similar to its military origins.) Robert N. Klein, author of Planning and Control Systems (1965) Anthony, a masterpiece that lays the foundations of strategy, does not offer its own definition of strategy. Instead, he was joined by his Harvard colleague, Kenneth R. Andrews used in his unpublished article: "Plans should be part of what business is and should be and what type of business it should be and the type of objectives, goals or objectives and key policies that define the business or what it is.)

Kenneth Andrews, a long-serving Harvard professor and editor of the Harvard Business Review, initially wrote The Concept of Corporate Strategy in 1971 and revised it in 1980. In the 1980 version, his published definition of strategy was as follows: "The pattern of decisions in a company that determine and disclose its goals,

purposes or objectives, develop the main policies and plans to achieve said goals and define the range of businesses that the company should pursue, the type of economic and human organization that it intends and the type of economic and non-economic contribution that it intends to make to its shareholders, employees, customers and communities. "(Andrews' definition of strategy is rather broad, and it's probably best thought of as a variant on the military term "grand strategy.")

Because there was little agreement on words or definitions, George Steiner, co-founder of *California Management Review* and author of the 1979 "Bible," *Strategic Planning: What Any Manager Needs to Know*, restricted his discussion of strategy definition to a long footnote. However, he never defines strategy in plain words.

With the release of his book *Competitive Strategy* in 1980, another Harvard professor, Michael Porter, became famous. Competitive strategy is characterized by Porter as "a comprehensive formula of how a company will compete, what objectives it must pursue, and what guidelines are needed to achieve those objectives". (Unlike Andrews' concept, Porter's concept is far more constrained and concentrates on competition.).

Benjamin B. Tregoe (also known as Kepner-Tregoe) and John W. Zimmerman, a former Tregoe employee, published the top management plan in 1980 and defined strategy as "the framework that guides the decisions that determine the nature and direction of an organization." (Although this definition is short, it still includes "nature" and "direction.") The whole strategic planning capability was offered in 1994 by Henry Mintzberg, an iconoclastic professor of management at McGill University, in his book *The Rise and Fall of Strategic Planning*. In fact, the method Mintzberg described had multiple implications, all of which were beneficial. He defined strategy as a plan, a pattern, a position, and a perspective, as well as a trick, a maneuver aimed to outwit an opponent, in a footnote.

A more contemporary entry can be found in John Bryson's *Strategic Planning for Public and Nonprofit Organizations*, which was published in 1996 and edited by John Bryson, a University of Minnesota professor of planning and public policy. "A pattern of aims, policies, programs, acts, decisions, or resource allocations that define what an organization is," according to Bryson.

In the army, the tactic of war refers to a broad strategy for attack or defense. as a rule, it really involves the preparations taken before facing the enemy with the goal of putting him at a disadvantage. The strategy in this scenario is related to resource allocation. In civilian words, this translates to "resource allocation." Tactics is a similar phrase that refers to acts planned and carried out after the adversary has been engaged, or "in the heat of battle." As a result, the strategy is linked to the utilization of already assigned resources. In the private sector, it is equivalent to operations in the broadest sense of the word.

In general, tactical maneuvering must take place inside the strategic framework in order to ensure that strategic objectives are met.

However, if the strategy fails, the tactics will take control of the situation. Assumes the role of execution strategy. Thus, whether on the battlefield or in business, the desired part (previously imagined planning) and the developing component of the strategy are always the same (adapting to the conditions).

As a result, there are always two different variants of a strategy as:

- (1) As conceived or planned, and
- (2) Implemented.

While the previous definitions have many resemblances, they also have some significant variances. Then there's no clear-cut method, no widely accepted definition; just a variety of thoughts and viewpoints expressed by different authors with different intentions.

For broad, long-term company aims and objectives, more particular business unit goals and objectives, or a functional unit as tiny as the cost price center, a general strategy or action plan might be developed. Such objectives are determined by the structure of the firm, its culture, the sort of leadership it employs, and the markets it will or will not join or compete, or whether it can concentrate on a different field.

The organization's quality or attribute. As my description says, strategies (and tactics) are concerned with how a specific goal is attained.

Strategy and strategy together reduce the distance between the end and the medium.

During the implementation of a plan, resources are assigned or deployed and then used and lastly understood visually.

Establishing the receiving edge requires genuinely strategic thinking, but standing on that strategy is different from what would be realized. Before getting caught up with the term "strategic planning" It's better to look at each of these terms separately. Let's deal with the term 'strategic' first. Strategically, there's a ready-made deal here. But again, there's a lot of detail involved." Of course, strategic is what it means or "to do with strategy." "Because strategies may and do exist at several levels of an organization, having a strategic plan, a business unit, and a business unit is logical and reasonable. Functional unit strategy It also means "significant value or importance" and, therefore, the purpose of strategic plans is to address issues of great importance at every level.

For business professionals, strategic, planning issues, initiatives, and plans are those that have a substantial impact on the business, such as the business's direction and destination, where it is headed, and what will happen to it. Although there are numerous, not all strategic challenges are long-term.

As a result, the phrase "strategic" refers to something that is "very important" to us. There are upcoming plans as well as plans in our sequence of periods to think about.

### **2.1.3 Plans and planning**

Action plans always have two basic aspects, whether in business or on the battlefield. Objectives and Means to What to achieve and how to achieve it. The desired objectives can be vast, widespread and widely used in future.

Alternatively, they could be near, concentrated, and well-defined and it doesn't matter whether you call these future results "goals," "goals," "goals," or "purposes." It is the same means chosen to achieve that goal. You can call them "programs," "actions," "steps," "initiatives," or use "plan." as within the purpose, the methods can be extremely broad or extremely narrow, as well as long or short. Our plans, ideas, and managerial actions, of course, vary in scope and scale.

These three layers of strategy and planning, at the very least, are widely accepted.

- ❖ Enterprise level
- ❖ Business unit level
- ❖ Functional level

The fact that these objectives are combined means that a plan exists on three levels of business. At all three levels, there are strategies. As a result, strategic thinking, planning, and management at all three levels are possible and necessary.

The plan is interpreted in a variety of ways, from envisioning the future to forecasting who will do what, there's a lot to think about. For our purposes, we'll use the term "planning" to refer to it as "planning activity" and we will define a project as a process (process) as well as a result of the process by which these results are achieved. To get (meaning). The plan then is to identify the desired end and the means to achieve it.

Planning can be official, unofficial, or both, and might entail a large number of documents or very few. The database can be large and contain a variety of reports, research, databases, and analytics, or it might rely entirely on the personal knowledge of a few or even just one person. Plans, and hence the planning activities that lead to it, will specify a timeframe, either in general or in specific terms, such as goals, and possibly a thorough list. Money, space, equipment, and people are all resources that can be addressed. There are no explicit or implied rules to follow. It's all about doing what's best for the job at hand. Strategic planning, on the other hand, is a different story.

#### **2.1.4 The concept of strategy**

In terms of the word's origin, the concept of strategy is based on two main sources. One of these is "stratum," which means "route" or "track" in Latin. The second is "strategus," which is described as "common art" in Greek. When war tactics became more essential in the late 1800s, the concept of strategy was first understood. As a result, the strategic idea owes a great deal to its emergence as a scientific subject in the military.

Nowadays, in various fields such as sports, politics, and economics, the theory of strategy is utilized to define the achievement of goals. It has also just started to acquire traction in the field of administration.

In this scenario, we simply say that: "The strategy is the direction and scope of the organization for the long term: through resource mobilization in a difficult environment, meeting the needs of markets and stakeholder expectations." As a



result, the strategy should concentrate on how a company competes, how it positions itself in the industry, and how it may leverage its potential to gain a strategic advantage.

The concept of strategic planning should be mentioned at this point. If strategy is a comprehensive approach and plan, strategic planning is a comprehensive plan that aids in process management.

Furthermore, strategic planning is a process that determines an organization's strategy or direction and how to deploy resources to achieve that goal. This study contains several key themes relating to strategy and strategic planning. Mission, vision, goals, and objectives are examples of these notions. These ideas are crucial to strategic planning.

The mission is the first component. A strategic plan begins with a clearly stated mission, which states the organization's primary goal as to why it exists and what it does to achieve its vision. Strategic planning is also defined as, "A mission describes the main function of an organization in society, in terms of the products and services it produces for its customers."

The second is the vision, which explains what the organization aspires to be in the future. The vision is long-term and forward-looking. The essential components, however, are targets and standards.

Following the definition of the organization's mission and vision, it's critical to define goals and objectives that will aid the firm in controlling, measuring, and evaluating its future initiatives. As a result, goals are broad statements that summarize what you wish to accomplish. They are often long-term in nature and offer a global perspective.

Goals, on the other hand, are the steps that must be followed in order to reach the defined objectives. Goals, unlike objectives, are defined, measurable, and have a deadline.

### **2.1.5 Strategic planning in the construction industry**

Many studies have been undertaken in the construction sector to promote the importance of strategic planning and strategic management.

One of them is a review of how organizations in the construction industry use strategic planning. It has been discovered that in order to function effectively in the context of a rising sector, all construction enterprises must examine strategic concepts.

The process consists of four steps:

- a) Examine the mission of the company,
- b) Study the business environment of the company,
- c) Analyze the core resources of the company, and
- d) Develop a strategy.

### **2.3 Strategic Planning Methods**

Strategic planning is a well-defined set of activities. Although the methods vary from one author to the next, the fundamental difficulties that all authors face are largely the same.

These include:

- Defining and validating the organization's mission and business strategy on a regular basis (also known as the "Reference to Governance").
- Developing overall action plans of strategic or financial and un-financial goals and objectives at the strategic enterprise level.
- Obtain these objectives and tasks in order to allocate resources in accordance with strategic directions, aims, and objectives.
- as well as organize different business sectors as a mission and strategy as a management "portfolio", i.e., communicate them as formulated and developed.
- Lower-level action plans supporting enterprise-level action (a very specific method of policy or strategy setting, known as hoshin carinaria, a method used successfully by some American enterprises, especially Hewlett Packard).
- To achieve strategic goals and the strategic goals described in the strategic goals, monitor results, measure progress, and make adjustments as needed.

- It covers numerous variations on principles for methodologies used in strategic planning and management, reassessing missions, developing strategies, strategic goals, objectives, and plans at all levels, and revising some or all of them as needed.
- A strategic review or audit is conducted to identify issues such as mission, strategy, driving force, corporate vision, and company idea.
- Stakeholder analysis (for example, board of trustees, employees, suppliers, lenders, customers and customers) to determine the interests and priorities of key stakeholders in the company.
- External threats and opportunities, as well as internal weaknesses and forces (known as SWOT or TOWS), are assessed, allowing strategic concerns to be identified and prioritized. Defining "core" or "particular competencies," either as part of the aforementioned evaluation or separately.
- Performing "scenarios" and even "war games" or simulations, as part of the above-mentioned assessment or as a separate exercise Scanning and analysis of critical parts of the corporate environment on a situational and constant basis including industry, markets, customers, competitors, regulators, technology, demographics and economics, to name a few of the most important environmental areas.
- A variety of financial and operational audits aiming to uncover areas where strategic advantage might be gained via change

### **2.3.1 Strategic thinking and management**

Clearly, constructing a strategic plan necessitates a great deal of strategic thought, and once established, it necessitates a great deal of strategic management to see its objectives realized. However, as various authors have suggested, the purpose is to think and act strategically rather to just doing strategic planning for the sake of doing strategic planning.

All writers, however, are hesitant to specify the content of the differences between strategic thinking, strategic planning, and strategic management. As a result, we interpret these discrepancies as a well-intentioned cautionary note to avoid conflating the strategic plan's nature with its substance.

## **2.4 Definition of Project Success**

What does the success of the project mean this question is more significant than ever in an era when initiatives are becoming more common in enterprise? Almost always, projects to develop new products, establish new production methods, or construct a new organization are launched. Organizations that do not have plans will become outmoded and irrelevant, unable to compete in today's business environment.

Regardless of what propels this initiative, the question of project success is inextricably linked to the organization's efficacy and long-term success. Theoretical understanding of project success, on the other hand, is still in its infancy. In most cases, project success is unrelated to competitive profit and market success and thus different people still believe in the success of the project in different ways.

The project management literature is split on this topic, and there are no widely accepted frameworks for evaluating project success as of this writing. What does this indicate in terms of project success? Is there more than one way to assess a project's performance, and should the same standard be used to all projects? One of the most popular approaches to project success is has been that a project is considered successful when it meets its time and budget goals.

While this technique may appear to be proper in some circumstances and appropriate in the near term when time to market is critical, there are times when it is just insufficient. Many times, a tumultuous project with widespread delays and excessive growth later turned out to be a huge commercial success.

### **2.4.1 Concept of project success**

It's tough to describe a successful project. According to the Canadian Oxford Dictionary (1998), success is defined as "the accomplishment of an objective; a favorable outcome." But what about the project's success? We may argue without going into risky terrain that there is no consensus on whether a project is a success or a failure. This is most difficult task for inspectors is to come up with a definition of project success.

Many authors presume that everyone understands the terms "project success" and "project failure." In project management, the only thing that is clear is that success is

a Foggy, multidimensional concept whose definition is dependent on the circumstances.

Without going too far into giving a complete definition, we can model the success of the project in terms of other concepts such as efficiency and effectiveness. Many authors and practitioners view efficiency and effectiveness as synonymous, and this confusion is often found in the literature on project management (Belaout, 1998).

Efficiency, according to renowned American author Peter Drucker, is about "doing things right" or maximizing the return on a specific amount of investment or resources, and effectiveness is about "doing the right thing" or meeting project objectives. According to Drucker, effectiveness is more important than efficiency.

The proposed definition of success is still somewhat broad. Authors frequently discuss project success, either implicitly or overtly, with the belief that they are discussing project management success or something other than project management success (project success).

A difference must be established between "strategic planning" and "project success" in the conceptual framework of this review. The ability to adapt to schedule, cost, and quality restrictions has long been considered a key factor in project success. The time/cost/quality triangle, often known as the iron triangle or golden triangle, and referred to by others as the Holy Trinity or the triangle of virtue, was sufficient to decide the success of the project.

However, projects were frequently completed on time, on budget, and with high quality, only to be deemed failed at the same time. Other ventures that cross time or financial boundaries are typically considered as successful, which appears to be the case: ventures that were once considered as failures have now become models of success, while others have considered startup success as a disaster.

Therefore, depending on when the project is considered successful or unsuccessful, the project team can be mistakenly blessed or criticized. It was a clear contradiction that De Witt (1988) suggested the difference between the success of the project and the success of the project management.

De Witt (1988) has a problem with the equating of project purpose and project management purpose, given the tautological point of view that a project exists exclusively in terms of a specific purpose (Heisbrouck and Badot, 1996, p. 35).

The goal of project management, according to Munns and Bjeirmi (1996), is distinct from the goal of the project and should not be mistaken with the most prevalent goal of project management, the "time, cost, and quality triangle" company.

This branch is critical in the context of this study because it distinguishes between articles that focus on project success rather than project management success and articles that discuss success in the context of project management success.

When compared to asserting that project success entails efficiency and effectiveness, the idea of project success is ambiguous and imprecise to the point where the literature on project management does not attain general consensus on its definition and measurement which is still there.

The authors we looked at agreed on its importance, project success criteria, and the existence of critical components.

According to Harol Kezner (2001), Strategic planning is the way toward defining and actualizing choices about an association's future direction. On other hand, Dr. Harol (2001) defines Strategic project management planning is defined as the development of a standard approach for project management, a philosophy that can be applied repeatedly and that has a high possibility of meeting the project's objectives. Despite the fact that strategic planning is for the strategy and implementation of the approach, it does increase the chances of success.

However, strategic planning plays a vital role in project success, therefore, in this context, we will discuss how strategic planning is a critical issue on project success.

## **2.5 Resource Planning and Project Success**

According to PM (2018), argued is that resource planning is the progression recorded as a hard copy a strategy where you list all of the resources needed for a given project resource allocation incorporates the sort of group you'll need, Jobs and key obligations regarding each team, the Quantity of individuals needed to fill every job, the tools they'll need and how much of everything they'll require motivations, required occupation areas or meeting rooms, types and quantities of equipment, total amount of material necessary (PM, 2018).

According to Ekcert etal (2008), Resource allocation and resource planning, especially in a project and Grid environment, become vital. Especially, in an

environment with countless workflow consumers mentioning a decentralized cross-hierarchical workflow, execution assessment and execution-the board of administration arranged work processes acquire in significance.

The requirement for a successful and proficient work processes the executives' powers endeavors to utilize insightful advancement models and heuristics to make work processes out of a few administrations under real-time conditions (Ekert, etal, 2008).

Several studies about resource planning and project success were done by the researchers. Planning consists of selecting a plan of action towards achieving a goal goals and assigning or planning enough assets to guarantee the effective execution of the picked project idea. According to Paterson, (2009), resources should be planned to avoid resource conflict and the resource plan should also plot a scheduling graph. As the study explains the scheduling algorithms can deal with domains with various assets in any case, since a substantial arrangement should be allocated resources concerning all the resource categories in the domain, the transitional plan is first linked to resources of one category, and then scheduled for any other types.

The request in which the resources ought to be booked might be significant for planning productivity yet not the correctness of the last plan. Planning project equipment and materials planning are crucial issues during project resource planning. According to Ning (2006), better management of time vulnerability in significant equipment acquisition in designing construction projects can altogether add to project performance.

### **2.5.1 Planning construction work force**

The primary objective of project workforce planning is sizing and arranging the project personnel. functional teams and workgroups, and planning workforce recruitment as required by the task.

This process primarily involves identifying required occupations or skills, setting performance standards for determining the number of workers needed to execute a specified job at a specified time, forecasting worker requirements for project work, and lastly organizing the planned workforce to existing work groups that have been assigned assignments.

### **2.5.2 Planning construction materials**

In project environments, effective materials management necessitates an integrated approach that includes many functions such as materials planning and scheduling, materials procurement, inventory management, warehousing and warehousing, site handling and transportation, coding and standardization of materials, and surplus disposal.

Project planning and control setup are strongly tied to material planning and scheduling, which is a vital function in materials management.

The two work together to develop a building materials supply and storage plan to ensure materials are available on-site in the right quantities, at the best possible price, from the best possible source, and at the best possible time. Identifying required materials, estimating quantities, defining specifications, forecasting requirements, allocating procurement resources, obtaining approved samples of materials, designing a materials inventory, and developing a procurement plan are all part of the building materials planning process on the project site with smooth flow of materials until completion of relevant construction activities.

### **2.5.3 Planning construction equipment**

Quarrying, handling, transporting, filling, compaction, leveling, lifting, concreting, prefabrication, plastering, finishing, trenching and laying of trenches, pipelines, and cables are just some of the requirements for construction equipment planning.

Generators, transmission lines, pump sets, and other utility equipment are among the project's accessories.

Modern, high-cost, time-limited large-scale construction projects require specialized construction equipment. It produces at a quicker speed in a shorter amount of time. This saves money on labor, which is getting increasingly expensive and difficult to come by. It boosts efficiency, quality, and safety while also instilling a sense of urgency.

Large-scale equipment acquisition requires a significant initial investment, but it eventually leads to profitability by lowering total expenses, provided that it is well-planned, cost-effectively procured, and well-managed.



However, the purpose of an equipment plan for a project is to identify the construction work performed by mechanical equipment, assess the equipment required, explore options for purchasing equipment and, ultimately, participate in decision-making for selection equipment.

## **2.6 Communication Planning and Project Success**

In the realm of project management, communication is essential. It's difficult to master, yet achieving the goal necessitates a significant amount of effort. Frequently, project team members believe that if communication was better, the project would operate smoothly.

As a result, one of the most important areas for improvement is communication. Most information, such as expectations, goals, objectives, resources, status reports, budget, and purchase requests, must be presented to all key designators on a regular basis to ensure project success.

Due to special project management issues, communication on a project can frequently be more difficult. Because many projects are short-lived, discussions about them are only temporary. To eliminate pauses in the communication process, it is critical for project managers to get the message across the first time. Project managers communicate using a number of methods. Important considerations include a discussion of how the project will be handled, including how and why the project will come in and out.

There should also be a clear and concise communication plan for the project's responsibilities and the communication that will take place. This plan should include the procedures needed to ensure that project information is created, distributed, stored, retrieved, and disposed of in a timely and proper manner.

There are numerous crucial components to consider while developing a project's communications plan.

### **2.6.1 Communication models and methods**

In today's world of communications project management, it's more necessary than ever to concentrate efforts on more effective communication methods. For survival, blood pumps oxygen around the body as it flows. Projects and organizations can't

function without communication. The project manager shares project information from external stakeholders to project plan documentation, internal partners, and project plans in the same way that the heart distributes oxygen to the heart.

This cycle of communication and information flow is repeated across the project period, leaving stakeholders and the project team wondering in which stuff are and what decisions have been made. Effective communication is critical to the success of projects, programs, and portfolios.

To meet the expectations of the parties concerned, reliable and consistent information must be supplied to them. The discussion should be informative, concise, and timely. When the availability or lack of information has a direct impact on the project's success, the usual norm is to convey it.

How do you tell when data has a direct impact on a project? If a task has an impact on the duration, time, cost, risk, or quality of a project, it can typically be handled through suitable communication channels.

Those involved in the project value information that has an impact on the project, whether positive or negative. Stakeholders can share project information in a variety of ways, including:

- ❖ printed documents, electronic databases and filing systems.
- ❖ Email, fax, voicemail, phone, video, and web conferencing, websites, and online publishing; and electronic conferencing and communication tools, such as email, fax, voicemail, phone, video, and web conferencing, websites, and online publishing.
- ❖ Web interfaces for planning and project management software, virtual office and meeting support software, portals and tools for collaborative work management are examples of electronic tools for project management.

There are many ways to exchange information between project participants, these techniques can be categorized into categories:

**Interactive communication.** Allows two or more participants to communicate multidimensional information. Meetings, phone conferences, video conferencing, and other methods are used to ensure that all participants have a general understanding of the suggested themes.

**Send to specific recipients.** This assures that the information is sent, but it does not guarantee that the targeted audience received it or comprehended it.

Letters, memoranda, reports, emails, faxes, voice messages, and press releases are examples of push communication.

The conversation is dragged by communication. It's used to send a vast amount of information to a broad group of people, and the recipients must have unlimited access to the content of their choice. Intranet sites, e-learning, knowledge repositories, and other approaches are examples of these methods.

Based on the communication needs, the project manager selects what, when, and where to use communication channels in the project.

Communication keeping everyone informed about the project's development while also facilitating buy-in and personal responsibility for critical project goals and decisions. Expectations, goals, needs, resources, status reports, budget, and purchase checks must all be communicated to the main designators on a regular basis to ensure the project's success.

Communication breakdowns are unacceptable reasons for project delays. It's worth its weight in gold with a little forethought. As a result, before beginning the project, the project management team should plan for communication. Planning is a useful technique for ensuring good project communication.

### **2.6.2 Project communication plan**

Project communication management is the knowledge area that employs the necessary processes to ensure that project information is generated, collected, distributed, stored, recovered, and disposed of in a timely and appropriate manner. Project communication is the responsibility of all project team members. The project manager, on the other hand, is in charge of improving project communication management plan.

Defining a communications approach and evaluating the information needs of project stakeholders are both part of the communications planning process. The process satisfies project stakeholders' information and communication demands, such as who requires what information, when they require it, how it will be communicated, and

by whom. Although all projects have the same need to communicate project information, the information requirements and means of distribution differ greatly.

The success of any project hinges on defining your information and determining the best way to meet them. Improper communication plans can result in issues such as message delivery delays, sensitive material being communicated to the wrong audience, and a lack of communication with the targeted stakeholders.

Project managers can use communication plans to document how to communicate with stakeholders in a highly efficient and successful manner. Information is delivered in the correct format, at the appropriate time, and with the correct effect when it is communicated effectively. Only provide the information you require in order to communicate effectively.

The outcomes of this planning process should be reviewed and evaluated on a regular basis to guarantee that it is carried out.

The following questions should be answered by a successful communication plan:

- With whom do we have to communicate?
- When do we communicate with one another?
- How do we communicate with one another?
- What information must be communicated?
- How frequently do we update status?
- When do we have a team meeting?
- How and when will we communicate with important stakeholders?
- What kind of media should we utilize and when should we use it? What is the aim of this?
- Internal, external, and leadership team communications?

The project communication plan should cover the following important aspects as a result of the aforementioned process.

### **2.6.3 Communication requirements analysis**

The communication requirements analysis determines the information project requirements designators. These criteria are fulfilled by combining the type and format of information needed with an assessment of the information's value.

Project resources are only used to provide information that helps to success; otherwise, failure can result from a lack of communication. As a result, establishing and limiting who will communicate with whom and who will receive what information is a critical part of arranging the project's real communication. Information that is typically used to determine the project's communication requirements, such as:

- Charts of Organization,
- Stakeholder responsibility linkages and project organization
- The project's disciplines, departments, and specialties;
- The logistics of how many people will be participating in the project and where they will be located.
- Internal data requirements (e.g., communicating across organizations),
- Stakeholder information from the stakeholder register and the stakeholder management plan, as well as
- External information needs (e.g., engaging with the media, the public, or contractors).

There are a number of other aspects that can influence project communication management, including:

- The pressing demand for information. Is it necessary to have constantly updated information available at a moment's notice for a project's success, or would regular written reports suffice?
- Technology is readily available. Are there enough systems in place, or do the project's requirements necessitate a change? Do the targeted stakeholder(s) have access to a certain communications technology, for example?
- The number of people that will be working on the project. Is the suggested communication method consistent with the project members' knowledge and competence, or will they need substantial training and learning?
- The project's duration. Is it conceivable that the available technology will change before the project is completed?
- The project's surroundings
- Does the team meet and work in a physical location or in a virtual setting?

#### **2.6.4 Communication objective**

The communication device delivery's specific aim is described in this section. When someone is in charge of submitting a status report to the project leader, their purpose may be to communicate the project's progress and status.

This scenario could also include a discussion of recent project accomplishments and future objectives. Each message must have a clear aim, which should be carefully considered throughout planning. If not, we must determine whether there is a genuine need for this communication.

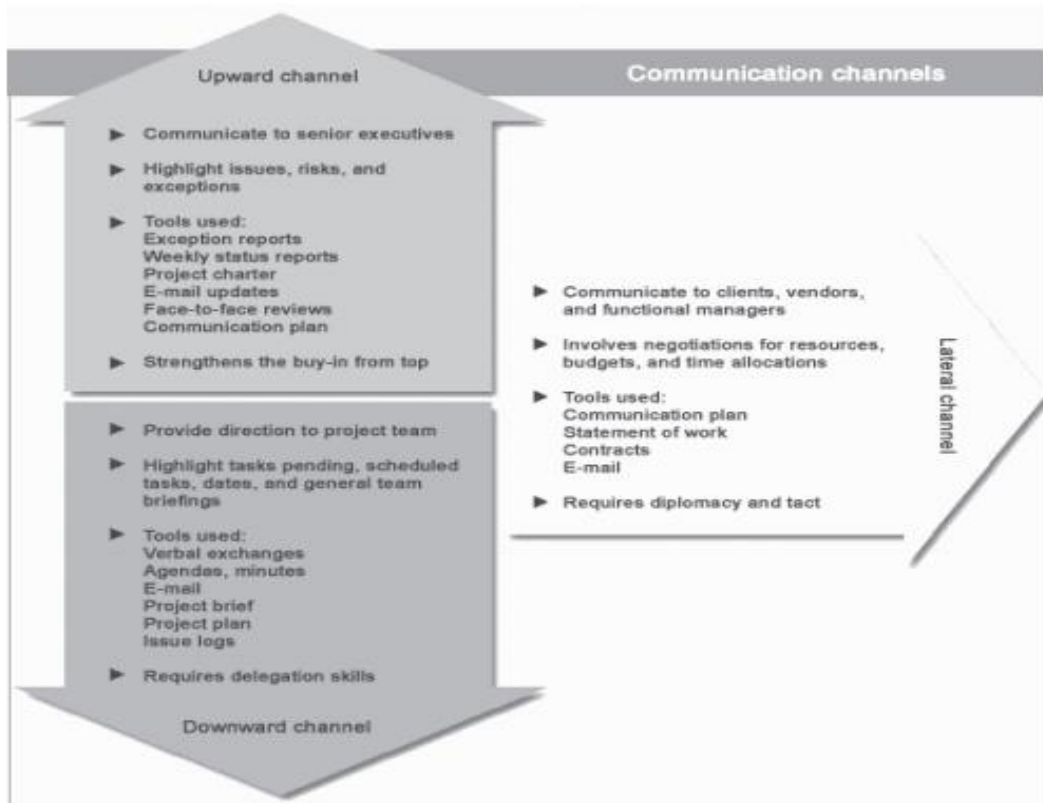
#### **2.6.5 Delivery channels**

There are numerous factors to consider when it comes to delivery, especially if you have teams that span organizational or geographical boundaries. Project owners will receive timely information if information is distributed properly.

The communication plan emphasizes that all project participants know their roles in communicating with external stakeholders. The number of different communication channels or paths should also be considered by project managers as an indicator of the project's communication complexity.

$n(n-1) / 2$  is the total number of possible communication channels. The number of stakeholders is represented by  $n$ . As a result, a project with ten partners has a total of  $10(10-1) / 2 = 45$  communication channels.

As a result, determining and limiting who communicates with whom and who receives what information is an important part of the project's real communication plan. Following the start of a project, managers should create three distinct communication channels (Figure 2.1). Managing and enhancing these channels can boost your chances of success significantly.



**Figure 2.1: Three Main Communication Channels**

### 2.6.6 Obstacles of project communications

To limit the project's success, interfaces can be prohibited. The interfaces in this context are the divisions between the various groups of the extended project team. The interfaces are the source of many project communication issues.

In this review, the researcher investigates the concept of a connector as a communication barrier in projects.

The following are the most frequent connectors:

- Between organizations (e.g., customer-supplier),
- inside an organization's departments (e.g., marketing-production),
- Within a department (e.g., testers and developers) and between departments
- Within virtual or physically dispersed teams

The most significant communication obstacles (in the connectors above) can be summarized in three main ways.

• **Political:** When numerous groups are involved, vested interests and influence can obstruct conversation. Political limitations frequently arise at a higher level in the organizational hierarchy, one or two tiers above the project planning and execution level. As a result, project managers must make a concerted effort to identify their organization's main political players.

These are functional or upper-level managers in a traditional corporate context, and the project's stakeholders are not always clear. The project manager must take steps to acquire confidence in the project's goals and horse trading once the politician has been identified.

This aids project communication by removing political hurdles. Dealing with political difficulties at the local level, in my opinion, is the greatest way to deal with them. Raising political problems higher up the corporate ladder (for managers) is usually ineffective and even destructive.

• **Cultural:** Organizational culture is essentially the depth of shared assumptions and ideals in an organization. These might vary greatly amongst organizations - some may be more open than others, for example. It might be challenging to communicate across a cultural divide between two organizations. A shared project planning



session, for example, may anticipate differences of opinion with a confectionery supplier and a cautious, risk-averse customer.

Another illustration: in one organization, a developer expressing a dissident perspective in a meeting would be totally natural, however in another, it might not.

Understanding the diverse attitudes between the parties involved and then acting as intermediates to enhance communication are two ways project managers might overcome these challenges. Differences in regional cultures can play a role in geographically scattered (or virtual) teams. Differences in linguistic skills, as well as social attitudes and actions, might all be signs of this.

• **Linguistic:** The linguistic word is introduced in this context to refer to specialized vocabulary used in fields such as accountancy, information technology, and marketing. When specialists from other fields meet to discuss project-related concerns, both sides frequently comment (often silently) on their general mastery of specialized language.

This frequently results in either sufficient (better) or faulty (worse) communication. In the early stages of a prospective project failure, there are two more obstacles to consider:

- Micromanaging everything in a project - Managers create extremely thorough project plans and then push themselves and their teams to execute each task to the greatest degree possible. This project manager's style is more detail-oriented, which inhibits the entire communication process. The team quickly realizes that the project has been taken over by a dictator, and they try to avoid saying too much or, worse, they can't wait to get out the project. This management style breeds suspicion and, eventually, frustration. As a result, the team is less innovative or reluctant to come up with better ideas because the project manager only shares information when it "needs to."
- Allowing too much communication - Sending too much communication can make it difficult to get anything done. This type of management is accustomed to sharing all facts and information with everyone. Due to excessive communication, team members are deliberately pushed to speak up, share their sadness, and eventually stretch a 40-hour workweek even further.

Due to communication immobility, when blackouts occur due to technical challenges, the project manager will have a difficult time getting the project back on track. A strong communication strategy also includes a conflict management approach to help stakeholders deal with difficulties more effectively. Through continual communication, project managers are able to minimize disagreements and address problems with project sponsors, project team members, and other project stakeholders.

In communication planning the final plan officially characterizes who should be given explicit data, when that data should be conveyed, and what correspondence channels will be used to convey the data. is the process of a driven strategy way to deal with stakeholders with data, the last plan officially characterizes who should be given explicit data, when that data should be conveyed, and what correspondence channels will be utilized to convey the data (Kerzner, 2017).

To avoid project team dispute, a project communication plan is essential; it specifies who should be informed and what should be informed.

People, meetings, communities, associations, establishments, social orders, and even indigenous environment can all be considered project stakeholders (Mitchell, etal 1997). Finally, a good communication plan can help the project distinguish between resistance and change, ensuring that all project stakeholders are on the same page.

## **2.7 Risk Management Planning and Project Success**

The process of identifying, surveying, and controlling hazards to a project is known as risk management planning. These threats, or risks, can come from a variety of places, including financial weakness, genuine liabilities, major strategic management mistakes, mishaps, and natural disasters (Paul, 2017).

According to Michael (2001), Risk management planning is one of the key project management processes. There are a few distinctive steps managers should take with respect to various types of risk after the organization's specific hazards have been identified and the risk management cycle has been implemented.(Paul, 2017) manager should facilitate the activities of a different task group and the person should guarantee that the groups have the right skills to do the project. Along these

lines, the project management risk builds can be displayed as a develop estimated by two key basic risk measurements: arranging or control and Group (Wallace, 2004).

During risk planning discussion different angles are addressed including strategic management errors, natural disasters, and Legal risks and performance risk. According to Watson, etal (2007) defined natural disasters are disastrous occasions with atmospheric, geologic, and hydrologic causes and these catastrophes incorporate earthquakes, volcanic eruptions, landslides, tsunamis, floods, and dry season that can have quick or moderate beginning, with genuine wellbeing, social, economic results and project destruction.

As Spacey (2015), Legal risk is the potential for losses because of administrative or legitimate activity whether it is a risk of changes to guidelines that bring about new consistence burdens, The potential for fines and punishments for an organization that neglects to conform to laws and guidelines, The potential for an accomplice, client or provider to neglect to meet the details of an agreement bringing about losses, The potential for an outsider to encroach on its non-authoritative commitments to project, The potential for a legal dispute to emerge because of your business exercises or The potential decline in reputation due to legal actions. According to Watson, etal (2007), argued A deficient management of such risk can increase the chance of failure of a project, for instance, not having a clear responsibility for the product when the product hosts been created by a third-party, different cases can identify with legal claims by third parties or even open organizations.

### **2.7.1 Connection between risk management and project success**

Project risk is present at all stages of the planning process. It's frequently used to show a likely or problematic project circumstance (Naeem et al., 2018). At the same time, it has a proclivity to link a mission or purpose to a concept (Naeem et al., 2018). A project is a short-term structure (or connection) that is created to complete specified tasks or objectives (Lundin, 1995; Packendorff, 1995; Turner, 2006).

The importance of project risk cannot be overlooked while evaluating structure. Furthermore, project risk can be viewed as a possible disruptor that could obstruct the framework's objectives, such as quality, agreements, and so on (Naeem et al., 2018). Recognizing the importance of project risk, according to Zhang (2007), displays project management's ability to deal with deviations from specified

objectives. Duncan (2005) defined a Manufacturing Engineering and Services project risk as "a doubtful situation or condition of the project that, if it occurs, will have a positive or negative impact on the project's objectives".

The successful execution of a project, according to Dutta and Mukherjee (2001), is largely dependent on the early identification of urgent risks. There are several structural characteristics that predict and influence a project's success.

However, it is clear that failing to appropriately manage risk increases the likelihood of disappointment or failure (Naeem et al., 2018). The well-known saying "don't plan" is said to have its drawbacks. As a result, a strategy to manage uncertainties and enlarged dangers must be developed that the project team can readily comprehend, apply, and implement (Carbone and Tippet, 2004).

### **2.7.2 Connection between project planning and project risk management**

The increasing scale and complexity of projects, as well as the adoption of multidimensional project management methodologies, necessitates careful risk management assessment (Naeem et al., 2018). The implementation of fundamental hazard management measures, according to Carbone and Tippet (2004), increases the chances of efficiently monitoring the project's success and operations.

The goal of risk management, which encompasses all interconnected risks, is to ensure the project's success. To distinguish the flaws in your plan, you must configure the support. When assigning prospective evaluations based on fair specific data requirements, certain studies confirm that they tend to be used effectively to reduce physical and economic risks (Ramirez-Cortés et al., 2012; Naeem et al., 2018).

Risk management for profit responsibilities, like the I/O process, must be delegated to specific personnel (Zwikael & Smyrk, 2012), and project managers must execute as intended. You must keep an eye on its potential, but you are accountable for obtaining the standard benefits. Surprisingly, project success is considered as a nebulous concept in project management literature and from the standpoint of the project manager's spirit.

Triangles representing quality, cost, and time are commonly used to express goals. This is a great informative and sophisticated tool that explains how the internal

change of triangle characteristics affects the remaining two aspects in a short manner (Slavin and Pinto, 1986).

The structural development process is strategized by imagining what has to be done, who will do the work, and how long it will take to accomplish the task.

Project planning includes the time, cost, and personnel resources required to launch and maintain a project. Furthermore, planning necessitates a variety of actions, such as brainstorming specific deliverables and focusing on progress-based research, which provides the project with a typical structure (Ratcliffe, 1987).

Planning has been recommended as a critical component of project success in several studies relating to the success function of project management (Aronson and Lechler, 2009; Murphy et al., 1974; Slavin and Pinto, 1987). The relationship between project risk management and project planning is reflected in the literature.

### **2.7.3 Moderating role of risk management**

"Project risk management is a continuous process of identifying, analyzing, organizing and moderating the dangers that weaken the likelihood of success of an activity in terms of cost, plan, quality, being and specialized execution" (Naeem et al., 2018).

Advanced risk management approaches, as opposed to centralized project control, are frequently considered "nice" to have in a project by associations and managers. It is critical to put in place mechanisms related with risk control capabilities when determining the substantial risk and needs connected with the project. This will help to minimize the risk that is controlled. The first stage in this process is to build a risk management diagram that specifies the primary methods for controlling risk so that the project may move forward and be completed successfully (Boehm, 1991).

The primary goal of project risk management is to improve organizational performance value (Dulcher, 2012). "It is important to consider the social and geological divide caused by outsourcing to the sea, thus social contradictions affect successful project management that are above tradition. Instead, multidimensional questions are almost certainly a particularly important one. Components, such as in administering global collaborative functions that help projects succeed" (Brennan & Salk, 2000).

Additionally, risk factors and engineering management in manufacturing and construction can be explained in terms of cost, time, quality, safety, and environmental sustainability, as well as their impact on project success (Zahra & Faizan, 2017).

As a result, the literature suggests that project risk management planning should be done ahead of time. It shatters the link between achievement and happiness. In terms of project success, however, project risk management is viewed as a continuous process that includes the discovery, analysis, organization, and prevention of risks related to quality, planning, cost, and professional execution (Naeem et al., 2016). Market probability is negatively affected.

Interestingly, past research has found that planning is the most important factor in achieving success (Pinto and Slevin, 1989; Naeem et al., 2018). The project manager is responsible for a successful operation; he or she must ensure that all operations are lawfully managed and completed by relevant collaborators (Meredith and Mantel, 1995; Naeem et al., 2018; Pinto & Slevin, 1989).

Those certain projects, which are dependent on nature and conditions, understand the predicted critical impact of business planning (Ramanujam and Venkatraman, 1986; Rhine, 1986). Interestingly, only ten out of fifteen empirical evaluations revealed that formal planning efforts resulted in meaningful improvements in operations, according to Armstrong (1982). The outcomes, on the other hand, are far less equivocal in terms of the project's predicted success.

## **2.8 Scope Management Plan and Project Success**

According to PMBOK (2018), project scope management planning refers to a set of processes that ensures a project's scope is defined and mapped. Scope Management techniques enable project managers and supervisors to allocate just the right amount of work required to successfully complete a project and are primarily concerned with controlling what is and is not part of the project's scope.

The phrases project cost, project duration, and project are all considered in project scope management planning. Project time scope management planning is a part of overall project management that involves analyzing and developing a timeframe for

completing a project or deliverable (PMBOK, 2018). Costs of the project Keeping your project on budget is what management planning is all about (PMBOK, 2018).

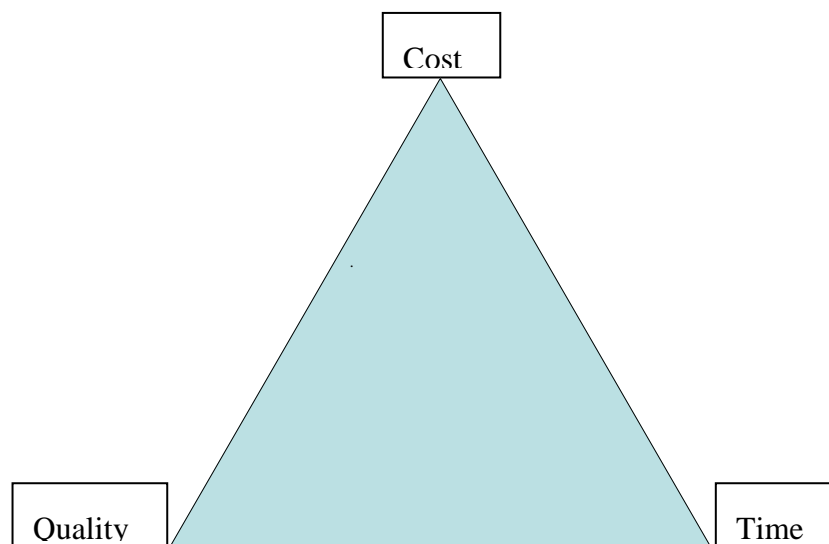
### 2.8.1 Iron triangle

The answers to the survey objectives were frequently used to judge whether a project was successful or failed shortly after it was completed. Was it delivered on time, on budget, and according to product specifications? In the past, if none of these tests were passed, the entire project was considered a failure (even if it passes through the other two).

Because the three components (Figure 2.1) are so tightly intertwined, they're termed the "Iron Triangle of Project Management" (Oisen, 1971; Barnes, 1988; Weaver, 2007).

Guessing, for example, is related to two other parameters: less guessing is bad, but less time or cost potential is beneficial. Increased volume will almost certainly result in increased time and expense but an increase in costs and / or lead time may not be related to volume.

Attempting to reduce a project's duration can reduce its cost and scope. Even a modest reduction in a project's budget can have a significant influence on its scope and timeline. Increasing the project budget is unlikely to cut the project's length in half.



**Figure 2.2: Iron Triangle**

Source: (Harker, 2018)

However, one potential issue with the Iron Triangle is the project management team's restricted view, which is being judged on its capacity to deliver loads in time, cost, and space according to these criteria (Watridge, 1998).

Several authors (De Witt, 1988, Mans and Bijermi, 1996; Beckarini, 1999; Cook-Davis, 2002; Davir et al., 2003) have pointed out the difference between achieving the success of the production of a project (as evaluated by the benefits of project experiences) and successfully managing the project (measured against the limits of three iron triangles).

One looks at the deliverables, the other is in process. For example, the first paid generation Ford Taurus was such commercially successful that it became Although it was the best-selling automobile in the United States in the late 1980s, the project manager was sacked when the project fell three months behind schedule. The new second-generation Ford Taurus passed the Iron Triangle's three tests, but it was a commercial flop (Shenher, 2004).

The link may be that those projects continue to fail because there is a limited set of measures to measure success, cost, time, and quality contained in the definition, showing the possibility of two best guesses and matches even if these criteria are met and Event successfully.

Before some undergraduate lectures and workshops on project success, students were asked to search for secondary literature describing the success of the project and to prepare their own definitions.

Although there were some innovative ideas, the clear answers included cost, time and quality success criteria in the definition. If the success of this project is to be expected, we wish that those who are working in the business, have had oratory for years. However, has this problem occurred in creating more successful projects? To date, the criteria for project success have focused on the delivery phase until implementation. Reinforced by the very description we have continued to use to determine the business.

The objective was to judge whether the project went well. Doing something good executes a project on time, within costs, and within certain requested quality parameters, but which is not used by customers, is disliked by sponsors, and does not



appear to improve the organization's effectiveness or efficiency., Was this a project success?

## **2.9 Conclusion**

In the literature review of this study, the researcher found different divinations, evaluations, and theories about strategic planning and project success. Strategic planning and project success are discussed in the terms of communication planning, risk management planning, scope management planning, and resource planning. Furthermore, each factor discussed with its indicator. This research has not been in Hargeisa, Somalia.

### **3. RESEARCH METHODOLOGY**

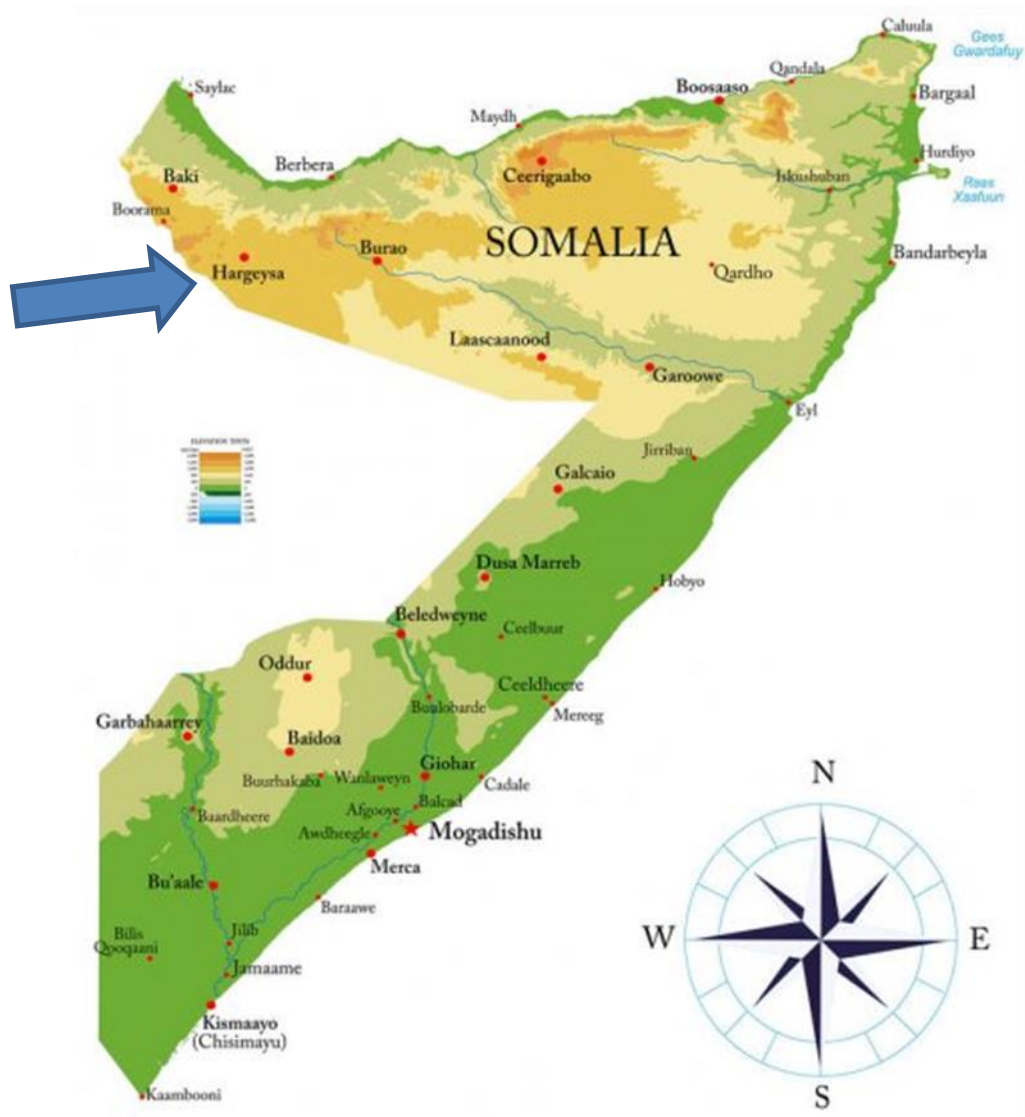
#### **3.1 Introduction**

The Research Area, Research Design, Study Population, Accessible Population, Sample & Sampling, Data Collection, Data Collection Procedures, Data Collection Instruments, Data Collection Methods, Quality Control, Data Analysis, and Ethical Considerations are all presented in this section.

#### **3.2 Research Area**

Somalia is a coastal state in the Horn of Africa, located in Eastern Africa. Somalia, Ethiopia, and Djibouti make up the Horn of Africa. Djibouti and Ethiopia border the country's northern and midwestern regions. The Gulf of Eden is located in the northern part of Somalia, while Kenya is on its southwest border. Its eastern border is formed by the Indian Ocean. Somalia is situated between the latitudes of 11.55N and 1.39S 40E and 51E, respectively. Somalia is 637,657 square kilometers in size. The coastline is 3,025 kilometers long, making it Africa's longest. There are eighteen different regions in the country. Mogadishu, the capital, is the largest city.

Since most parts of Somalia is recovering from civil wars most of its regions are now developing and its citizens are adopting modern builds as of that the study was done in Hargeisa, Somalia. The selection purpose of this was that the most private construction companies are located in Hargeisa city and conduct construction projects for both governmental and non-governmental institutions. All the targeted chief engineers, junior engineers, senior managers, middle-level managers, procurement, technicians, and other staff members will be based on this research.



**Figure 3.1:** Research area

### 3.3 Research Design

A cross-sectional overview design was used for the analysis. By making use of The Statistical Package of the Social Sciences is one of the most widely used statistical packages for data analysis by researchers. As a result, the researcher employed the Statistical Package of the Social Sciences (SPSS) version 23 in this research which considers examination between factors without manipulation, information will be connected at three private construction companies in the city of Hargeisa which could be reached and enlisted by utilizing accessible resource qualified for the research.

### **3.4 Study Population**

#### **3.4.1 Target population**

The targeted population of the study were 200 private construction companies in Hargeisa, Somalia registered in the ministry of public work (MOPWLH, 2018).

#### **3.4.2 Accessible population**

The accessible population of this research was equal to the target population of the study because all construction employees working in 200 companies Hargeisa people in the city who can be approached and enrolled using the available resources will be eligible for the study.

### **3.5 Sample and Sampling**

#### **3.5.1 Sample size**

According to Saris & Gallhofer (2011), a survey would be used to interview because it requires little time and useful for large populations when interviews will be impractical. Recommending sample will be 24 from the table and the sample size were fixed in based on Krejci and Morgan (1970) tables of sample attached (see appendix A).

#### **3.5.2 Exclusion criteria**

Exclusion criteria are some of the attributes and characteristics that some respondent engineers lack so that they are not included in them the study (Burns et al., 2001). In this study, some newly graduated engineers and non-scientist engineers were excluded to ensure the results' reliability.

#### **3.5.3 Sampling techniques**

The sampling method had been utilized in this study is a simple random sampling method. According to Stuart (1962), Simple random sampling is the principal examining procedure where we pick a set of people (a sample) drawn from a larger group (a population) for research, in which everyone was chosen at random and every person in the population has an equal chance of being included in the sample.

Subjects will be chosen at random from the wider population, generating a sample that is representative of the group studying; it merely allowing one to make remotely legitimate inferences about the whole population dependent on the sample and its simplicity factories of motivation but also make it generally and simple to translate information collected which minimizing bias and simplifying and analyzing the result (Erlandson, 2014).

### **3.6 Data Collection**

#### **3.6.1 Data collection methods**

The primary data in this study was collected through the survey method. In a general sense, a survey is a technique for get-together data from a sample of individuals, traditionally to generalize the results to a larger population (Staphanie, 2014). This method avoids any intervention and influence of the researcher on respondents' perspectives.

#### **3.6.2 Data collection instrument**

This research was deployed open-ended and closed-ended research questionnaires for reaching the entire sample population with minimum time.

A five-page questionnaire was developed to receive information about Resource Planning, Communication Planning, Risk Planning and Project success.

The questionnaires were split into eight Part one, part two, part three, and part four are the four main parts. The demographic parameters of the respondents (age, gender, education level, etc.) were asked in the first part of the survey. The questionnaire then had eight items relating to the independent variable (strategic planning) and three dependent variables (project success).

First four questions were related with background of staff, next four questions were related with project success influenced factors. Based on this questionnaire data analyze were done.

#### **3.6.3 Research procedure**

In line with the guidelines of Istanbul Gedik University the researcher will be defending the proposal after the approval of the supervisor, afterward, the researcher

obtained permission from all parties involved in this study; namely, the private construction companies which was the subject under study in this research, and Istanbul Gedik University which was guided and supervision provider.

### **3.7 Quality Control**

#### **3.7.1 Piloting**

Piloting the instrument is considered an important role in the study's validity and reliability and it is a form of pre-evaluation of data before responded by the respondents [Snijkers, Haraldsen, Jones & Willi Mack, 2013]. The data collection tool will be pretested at Asad construction This is not included in the study framework but has similar qualities and is located in Gebiley.

#### **3.7.2 Validity of instruments**

Validity is a tool which measures level of reality on the ground. (Kimber line & Winterstein, 2008), defined the validity as the extent to which the data collection instruments deployed by the researcher measures their purpose. The instrument of this study was validated through expert judgment method in which the field supervisor and other two supervisors in the university assured the alignment of the data collection instrument with the research intentions.

#### **3.7.3 Reliability of instruments**

Instrument reliability, according to Kothari (2004), is the ability of the study to stay stable over time of period. As this describes the steadiness of results of an instrument internal consistency approach will be used employing Cronbach's alpha. This will be acknowledged when the outcomes higher than the 0.70 proposed by the scientific study (Fairbank, Couper, Davies, & O'brien, 1980). This will provide accurate information.

### **3.8 Data Analysis**

The findings of the study were analyzed through descriptive statistics and multiple linear regression models to figure out the nature of the correlation between the two variables under the study. According to Bluman [1998], multiple linear regression

models are a statistical method to examine the correlation between two variables, collect data and develop a dissipate plot to envision the pattern of the relationship.

### **3.8.1 Statistical methods used in the analysis for analysis data**

The researcher adopted the **SPSS Statistical Program** to analyze results the questionnaire.

**The SPSS Statistical Program:** It is a set of lists and tools that allow a scientific researcher to submit data via questionnaires, interviews, or observations, and then analyze it (statistical analysis). The statistical system is based on digital data, and the software is distinguished by its high data processing capability. It comes with everything you need and can be used in any scientific research approach.

### **3.9 Ethical Consideration**

The researcher protected respondents' identities and respectability of data by announcing information as blocks as opposed to featuring singular cases. The researcher won't misrepresent information to affirm to some foreordained assessment. The researcher will likewise keep the protection of respondents, classification and uprightness of information. Educated assent will be looked for and no data will be given to the third party without authorization.

## 4. RESULTS AND FINDINGS

### 4.1 Introduction

This part of the study presents data analysis and findings from 117 questionnaires completed by graduate engineers of private construction companies in Hargeisa Somalia comprising both the senior officers and junior officers. The Rate of Response was 87.6% while 12.4 % were missing and not returned by respondents.

The purpose of this study was to measure to what extent strategic planning affects the project success employing three independent variables namely resource planning, Matrix communication planning, and risk management planning. On the other hand, Project success was conceptualized as Project time, Project cost, and project quality

### 4.2 Background Factors

The respondents' background information was presented in this section as Gender, Age, Experience, and finally their level of understanding of the concepts related to the field of the study.

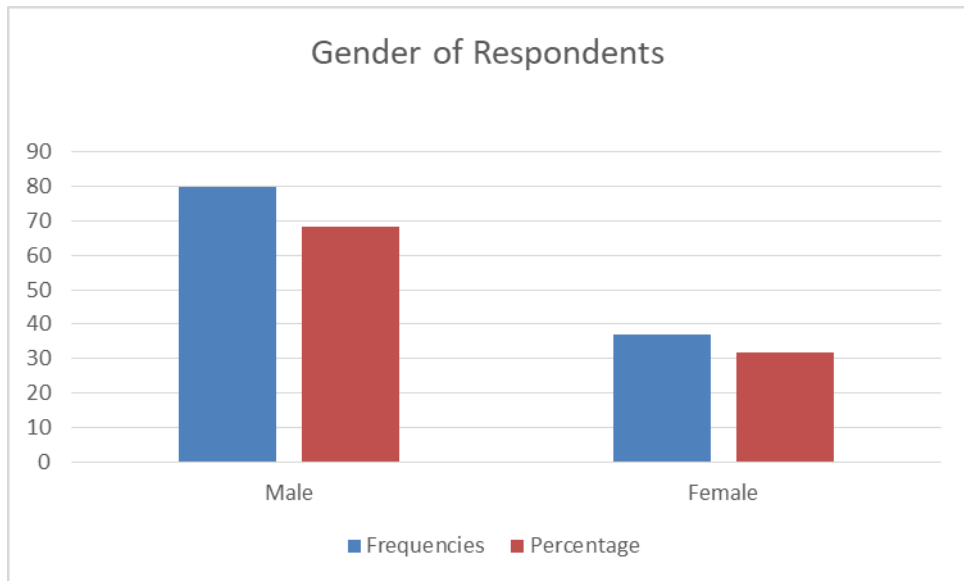
#### 4.2.1 Gender representation

**Table 4.1:** Gender Representation

<b>Responses</b>	<b>Frequencies</b>	<b>Percentage</b>
Male	80	68.4
Female	37	31.6
<b>Total</b>	<b>117</b>	<b>100</b>

As demonstrated in table 1, the majority of respondents were male with 68.4% of participation where female which formed 31.6% of participation.





**Figure 4.1:** Gender of Respondents

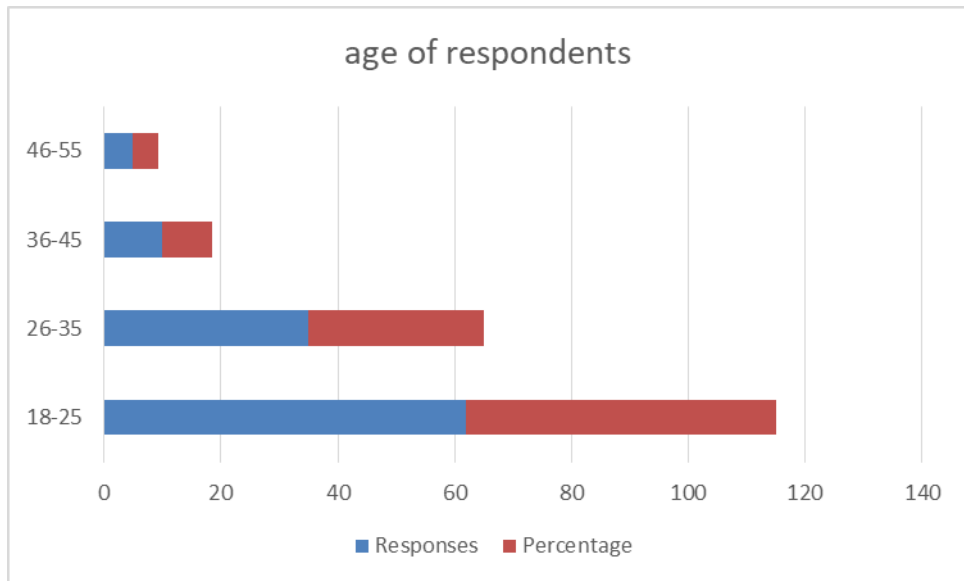
#### 4.2.2 Age of the respondents

The ages of the respondents were calculated by establishing three different ranges, as shown in Table 4.2.

**Table 4.2:** Age of respondents

Responses	Frequencies	Percentage
18-25	67	57
26-35	35	29.9
36-45	10	8.5
46-55	5	4.3
<b>Total</b>	<b>117</b>	<b>100</b>

As indicated in table 2, The majority of the responders fell at about the moderate range. 18-25 years old with the representation of 57% where there may be other groups which earned less representation. 29.9% of respondents were in between 26-35 years old, 8.5% of respondents were in between 36-45 years old, 4.3% of respondents were in between 46-55 years old and similarly, +56 respondents participated with only 11.1% representation.



**Figure 4.2:** Age of Respondents

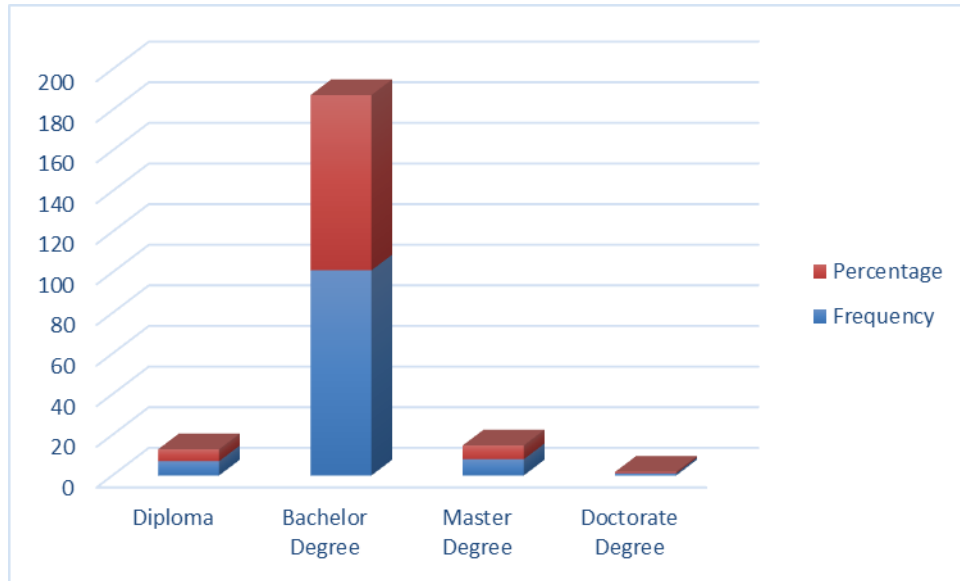
#### 4.2.3 Level of education of respondents

The respondents' minimum level of education was based on the lowest University degree since all the top managers of the construction companies in Hargeisa and grouped them as in Table 3.

**Table 4.3:** Level of Educational of Respondents

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	7	5.9
Bachelor Degree	101	86.3
Master Degree	8	6.83
Doctorate Degree	1	0.8
<b>Total</b>	<b>117</b>	<b>100</b>

The majority of representation was by Bachelor Degree holders with the representation of almost 86.3% followed by the Master's holders with the representation of 6.8% where the other two classes namely the Diploma holders and Doctorate holders had equal representation of 5.9 and 0.8% respectively.



**Figure 4.3:** Level of Educational of Respondents

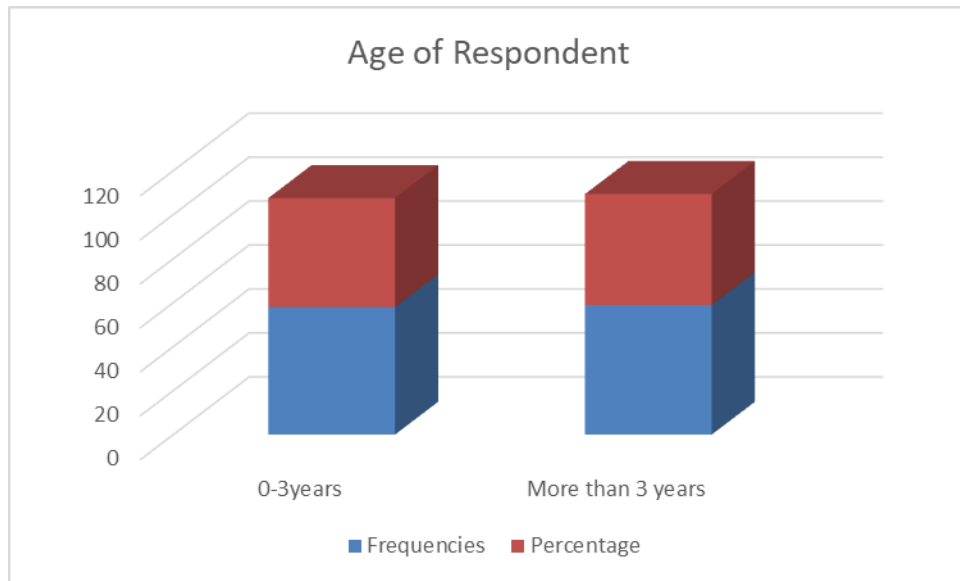
#### 4.2.4 Respondents years of experience

The respondents' working experience was measured in years as less than 1 year and in between 3 years, where the rest was more than three years as in table 4.

**Table 4.4:** Respondents Years of Experience

<b>Responses</b>	<b>Frequencies</b>	<b>Percentage</b>
0-3years	58	49.6
More than 3 years	59	50.4
<b>Total</b>	<b>117</b>	<b>100</b>

As per Table 4 of experience with the companies, it showed that the majority of the representation 50.4% The majority of the respondents had more than three years of experience, while 49.6% were new employees.



**Figure 4.4:** Year of Respondents

### 4.3 Resource Planning and Project Success

The participants in this study attempted to rank the impact of each statement on the project's success. With options of Strongly Agree (SA=5), Agree (A=4), No Comment (N=3), Disagree (DSA=2), and Strongly Disagree (SDA=1), the Likert scale measuring method in Table 4.5 was used, and table 5 summarized descriptive statistics of the responses supplied.

**Table 4.5:** Resource Planning and Project Success

Statements	SDA	D	N	A	SA	N	Mean	Std.
1 In my company, we have clear schedule plan to organize and manage our labor	9	12	6	32	58	117	4.01	1.29
2 Each and every individual in the company respect and work with planned schedule	2	17	8	41	49	117	4.01	1.11
3 In my company, we have a clear plan to track and manage organizations equipment and material	6	12	18	39	42	117	3.85	1.172
4 In my company, we have enough tools and types of equipment to run any construction project	7	17	10	47	36	117	3.75	1.21
<b>Total</b>	<b>24</b>	<b>58</b>	<b>42</b>	<b>159</b>	<b>185</b>	<b>117</b>		

As presented in table 5, the statistical result indicated that 39.5% of respondents reported that they strongly agree that there is effect of resource planning and project success. On the other side of the spectrum, 33.9% of respondents reported were agreed effect of resource planning and project success among the variables under the test. Where 8.9% of all respondents indicated no comment.

However, 12.4% of respondents disagreed that there is no effect of resource planning and project success. Similarly, 5.1% of the respondents strongly disagreed that there is no effect of resource planning and project success.

Moreover, also the statistical results indicated the respondents ranked the statements as a sign with means of 4.01, 4.01, 3.85, and 3.75 respectively. However, the standard deviation of each of the data had fewer focuses around the means which sequentially eliminates the uniformity of response provided by the respondents about each statement. Table 6 illustrated the statement that there is a clear schedule plan to manage labor, labor work respect, and organizations plan for managing types of equipment and material reporting mean of respondents were 3.4.01, 4.01. Where the standard deviation was at its smallest in these three statements.

Similarly, the other remaining statements namely enough tools and equipment to run the projects effect on projects success. Mentioning the standard deviation of these statement 1.21 higher than the above-explained three statements which means that the respondent's responses had a free concentration among their respective means.

#### 4.4 Communication Planning and Project Success

**Table 4.6:** Communication Planning and Project Success

Statements	SDA	D	N	A	SA	N	Mean	Std.
1 There are criteria for the selection and allocation of staff in the organization	4	8	19	38	48	117	4.01	1.079
2 In my organization, we have an organization chart that shows the Hierarchical of the organization and reporting system	6	12	18	39	42	117	3.85	1.061
3 In my Organization, funds are based on projects	11	16	11	40	39	117	3.68	1.417
<b>Total</b>	<b>21</b>	<b>36</b>	<b>48</b>	<b>117</b>	<b>129</b>	<b>117</b>		

As presented in table 6, the statistical result indicated that 36.7% of respondents reported that they strongly agree that there is an effect of communication planning and project success. On the other side of the spectrum, 33.3% of respondents reported were agreed effect of communication planning and project success among the variables under the test. Where 13.6% of all respondents had a comment. However, 10.2% of respondents disagreed that there no effect of communication planning and project success. Similarly, 5.9% of the respondents strongly disagreed that there is no effect of communication planning and project success.

Moreover, also the statistical results indicated the respondents ranked the statements as a significant with means of 4.01, 3.85, and 3.68 respectively. However, the standard deviation of each of the data had fewer focuses around the means which sequentially eliminates the uniformity of response provided by the respondents about each statement. Table 6 illustrated statements that there are selection criteria of staff, and organizational hierarchy for reporting system and whether projects are based on funds with reporting mean of respondents were 4.01, 3.85, and 3.68. Where the standard deviation was 1.079, 1.1061, and 1.417 at its smallest in these three statements.

#### 4.5 Risk Management Planning and Project Success

**Table 4.7:** Risk Management Plan and Project Success

<b>Statements</b>	<b>SDA</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>N</b>	<b>Mean</b>	<b>Std.</b>
1 In my company, sometimes encounter work mismanagement which disrupts the projects	2	30	26	38	21	117	3.35	1.106
2 In my company, we have effort plan against natural disasters	8	17	11	51	30	117	3.76	1.203
3 In my company, we have lawyers to consult against Legal risks	11	20	11	39	36	117	3.59	1.334
4 In my company, work is break down into various tasks to ensure the work performance	11	15	16	39	36	117	3.63	1.297
<b>Total</b>	<b>32</b>	<b>82</b>	<b>64</b>	<b>167</b>	<b>123</b>	<b>117</b>		

As presented in table 7, the statistical result indicated that 26.2% of respondents reported that they strongly agree that there is the relationship between risk management and project success. On the other hand, from the spectrum, 35.6% of respondents reported were agreed effect of risk management planning and project success among variables under test. Where 13.6% of all respondents indicated no comment. However, 17% of respondents disagreed that their no risk management planning and project success. Similarly, 6.8% of the respondents strongly disagreed that there is no relationship between risk management planning and project success.

Moreover, also the statistical results indicated the respondents ranked the statements as a significant means of 3.35, 3.76, 3.59, 3.67 respectively. However, the standard deviation of each of the data had fewer focuses around the means which sequentially eliminates the uniformity of response provided by the respondents about each statement.

Table 7 illustrated the statement that there is mismanagement sometimes, having a plan with disasters, consolation with legal risks, and work break down structure for doing various activities. Reporting mean of respondents was 3.35, 3.76, 3.59, and 3.63 where the standard deviation was at its smallest in these three statements.

#### 4.6 Project Success

**Table 4.8:** Scope planning and Project Success

Statements	SDA	D	N	A	SA	N	Mean	Std.
1 Sometimes, we have project delay	10	8	5	56	38	117	3.89	1.187
2 We complete our projects as we scheduled	8	33	7	34	35	117	3.47	1.356
3 We complete our projects set budget	9	36	7	37	28	117	3.33	1.339
4 We delivered high quality projects which satisfy our clients	10	31	11	37	28	117	3.36	1.329
<b>Total</b>	<b>37</b>	<b>108</b>	<b>30</b>	<b>164</b>	<b>129</b>	<b>117</b>		

As presented in table 8, the statistical result indicated that 27.2% of respondents reported that they strongly agree that there is an effect of Scope planning and project success. On the other side of the spectrum, 39.3% of respondents reported were

agreed effect of Scope planning and project success among the variables under the test. Where 13.6% of all respondents had a comment. However, 10.2% of respondents disagreed that there no effect of Scope planning and project success. Similarly, 5.9% of the respondents strongly disagreed that there is no effect of Scope planning and project success.

Moreover, also the statistical results indicated the respondents ranked the statements as a significant with means of 3.89, 3.33, 3.47, and 3.36 respectively. However, the standard deviation of each of the data had fewer focuses around the means which sequentially eliminates the uniformity of response provided by the respondents about each statement. Table 7 illustrated statements that there are selection criteria of staff, and organizational hierarchy for reporting system and whether projects are based on funds with reporting mean of respondents were 4.011,3.85, and 3.68. Where the standard deviation was 1.187, 1.356, and 1.329 at its smallest in these three statements.

#### **4.7 Regression Analysis**

This method is a term that is used to explain the causal link between one or more independent and dependent variables labelled as linear regression analysis. Although four variable variables have been suggested in this study to affect different dependent variables, control variables are also considered independent variables and therefore multiple regression analyzes rely on independent variables depending on the variable (strategic planning) was examined for impact (project in terms of successful scope management).

In order to draw a conclusion from the results of the regression analysis, the value of pseudo-square, chi-square, correlation, determination and deviation value were validated. determination R indicates the percentage of the dependent variable expressed by the independent variable consisting of the qualification model.

If the regression model is statistically significant, the value F indicates it. The multiple regression model presupposes that the independent variables do not have a linear relationship.



Ordinal analyze were conducted to examine the effect of the variables, effect of strategic planning on project success. Tables 9, 10, and 11 exhibits the results and findings of the analysis.

#### 4.8 Using The (Chi-Squared) Test

Chi-squared: a scale used to detect whether the true phenomenon point understudy is distributed random distribution, or a standard distribution, using an accurate statistical, mathematical formula. The investigator used this measure to make sure that the distribution pattern used in the analysis is far from being at a degree of trust (5 percent).

**Table 4.9:** Model Fitting of Information

<b>Fitting Information</b>				
Model	-2 Log Likelihood	Chi-Square	Deviance factor df	Sig.
Intercept only	533.944			
<b>Final</b>	<b>524.320</b>	<b>9.624</b>	<b>3</b>	<b>.22</b>

Link function: Logit.

The link function used for logistic regression is logit which is given by  $\log p/(1-p) = \beta X$ . This tells that the log odds are a linear function of input features, there for the logistic regression is a predictive analysis.

To visualize data and explain the relationship between one ward paired variable and at least one nominal, ordinal, interval, or ratio-level autonomous variable, logistic regression is used.

In Table 9. Model fitting Information helps to improve the ability to predict the outcome to achieve this, the study compared a model without any explanatory variable, the statistically significant model has chi-square statics ( $P < 0.05$ ) it elaborates that the model gives a better prediction of the outcome of categories ( $X^2 = 9.624, P = 0.22$ ).

##### 4.8.1 Pseudo R-squared

A pseudo-R- squared possibly has meaning when contrasted with another pseudo-R-squared of a similar type, on a similar information, anticipating a similar result. In

the present circumstance, the higher pseudo-R-squared shows which model better predicts the result.

**Table 4.10:** Pseudo R-Square

Pseudo R-square			
Variation	Cox and Snell	Nagelkere	McFadd en
	.79	.80	.17

Logit. Link function:

Table 10. The Pseudo R-square statics indicates that the ratio of differences in the explanatory variable (dependent variable low  $R^2$ ) which was indicated in the model, and the high proportion of variation in the dependent variable is a low proportion variation in the dependent variable.

**Pseudo R-Squared by McFadden** One minus the proportion of two log likelihoods is used in this method. The numerator represents the log probability of the logit model selected, whereas the denominator represents the log probability if the model had only one catch.

**Nagelkerke's  $R^2$**  is a changed form of the cox and snell R-square which changes the size of measurement in order cover the full reach from 0 to 1.

McFadden's  $R^2$  is another rendition, in view of the log-probability portions for the block just model and the full assessed model.

$R^2 = 1 - (\ln LL(M^{\text{full}})/(\ln LL(M^{\text{intercept}})))$  the log likelihood for the model is compared to the log likelihood for a baseline model in Cox and Snell's  $R^2$ .

Cox and Snell –  $R^2_c$  79%

Nagelkerke –  $R^2_N$  8%

**Table 4.11: Parameter Estimates**

Estimate		std. error	Wald	df	sig.	95% confidence interval		
						lower bound	upper bound	
Project Success	(Project Success 6.00)	-,875	1,260	2,215	1	,137	-4,344	,594
	(Project Success 7.00)	-,460	1,193	1,498	1	,221	-3,799	,878
	(Project Success 8.00)	-,443	1,109	,160	1	,690	-2,617	1,731
	(Project Success 9.00)	,165	1,091	,023	1	,880	-1,973	2,303
	(Project Success 10.00)	,238	1,089	1,293	1	,256	-,896	3,373
	(Project Success 11.00)	,493	1,092	1,871	1	,171	-,646	3,633
	(Project Success 12.00)	,617	1,093	2,187	1	,139	-,526	3,759
	(Project Success 13.00)	,657	1,094	2,295	1	,130	-,487	3,801
	(Project Success 14.00)	1,778	1,095	2,633	1	,105	-,369	3,924
	(Project Success 15.00)	2,421	1,106	4,792	1	,029	,253	4,588
	(Project Success 16.00)	3,154	1,119	7,943	1	,005	,961	5,347
	(Project Success 17.00)	4,122	1,140	13,072	1	,000	1,887	6,356
	(Project Success 18.00)	4,744	1,160	16,715	1	,000	2,470	7,019
	(Project Success 19.00)	6,035	1,259	22,976	1	,000	3,567	8,502
Location	Resource planning	,151	,060	6,423	1	,011	,034	,268
	Communication planning	,003	,083	,001	1	,975	-,160	,165
	Risk management planning	-,006	,069	,008	1	,929	-,142	,130
Link Logic Function.								

However, the result indicates that the model explains 8% variation in the dependent variable. Therefore, in Table 11. Parameter Estimates indicates confidence interval (lower and upper bound) Wald, degree of confidence, and significant of study. Effect of strategic planning on project success of private construction companies in Hargeisa, Somalia.

However, Objective one shows an increase in resource planning will be associated with a high improvement of project success with an odds ratio of 1.163 (95% CI, 0.034 to 0.268), statistically significant  $Wald X^2 (1) = 6.423, p=0.011$ . Consequently, an increase in communication planning will be associated with low improvement of project success with an odds ratio of 1.003 (95% CI, -.160 to .165),  $Wald X^2 (1) = .001 p=.975$ . Finally, in objective three, an increase in risk management planning will be associated with low improvement and project success with odds ratio of 0.994 (95% CI, -0.142 to 0.130),  $Wald X^2 (1) = 0.08, p= 0.929$ .

#### 4.8.2 Test of hypotheses

In this topic, the researcher deals with discussing and summarize the results of the field study through information resulting from the statistical data analysis tables and the statistical analysis results for a test hypothesis. The researcher will discuss and conclude the result of study hypothesis to judge its validity or not, according to the general statistical analysis, as follows:

- The use of the model: the model was used for each phase of the questionnaire to find out the most frequent answers according to the weight of the answer, where the score (5) is given as the weight of the non-answer Completely satisfied, the score (4) as the weight for the unconvinced answer, the score (3) as the weight for the neutral answer, and the score (2) as the weight for the answer is satisfied, and the score (1) for the answer is completely satisfied.
- Finding the significance of differences in the research sample participants' answers for each hypothesis using the random sampling approach.

**Table 4.12:** Hypothesis Analysis

<b>HYPOTHESIS</b>	<b>RESULT</b>
H1: Resource planning has high improvement effect on project success of Somalia private construction companies in Hargeisa	SUPPORTED
H2: Communication planning has low improvement effect on project success of Somalia private construction companies in Hargeisa	NOT SUPPORTED
H3: Risk management planning has low improvement with effect on Project success of Somalia private construction companies in Hargeisa	SUPPORTED
H4: scope management has high improvement with effect on project success of private companies in Somalia.	NOT SUPPORTED

## **5. CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This research looked into the effect of strategic planning on project success in private construction companies in Hargeisa, Somalia. The study mainly focused on three objectives, the study was conducted in Hargeisa the private construction companies, the target population of the study was 200 with a sample size of 132, and 117 respondents accomplished among the sample size.

The findings of the study were analyzed through descriptive statistics and a multinomial logistic regression model.

### **5.2 Summary of Findings**

The primary goal of this research was to decide the effect of resource planning of project success in private construction companies in Hargeisa. Resource planning mentions that organizations that are planned their resources, give them a sense of satisfaction, accomplishment, and achievement of projects. However, resource planning initial analysis showed 73.4% of respondents agree and strongly agree with effect of intrinsic motivation on employee performance, where 17.5% disagree and strongly disagree with effect of resource planning on project success. On the other side, the statements have a significant with means of 4.01, 4.01, 3.85, and 3.75 with a standard deviation of 1.29, 1.1.1, 72, and 1.2.

The statement indicated in resource planning will be associated with a high improvement of project success with a chances proportion of 1.163 (95% CL, 0.034 respect to 0.268), statistically significant Wald  $X^2(1) = 6.423$ ,  $p=0.011$ . Hence resource planning has significant effect on the project success of private construction companies in Hargeisa, Somalia.

Secondly, communication planning analysis showed 70% of respondent agree and strongly agree with the effect of extrinsic motivation on employee performance,

likewise 16% disagree and strongly disagree with effect of communication planning on projects success, and this is indicated with effect of communication planning on projects success, this means that majority of respondents targeted by the study in the Somalia private construction companies in Hargeisa believes communication planning was adapted the staff selection criteria and organizational hierarchy, and this will increase project success in term of effectiveness and efficiency, the statement have different mean 4.01, 3.85, and 3.68 with Standard deviation of 1.079, 1.061, and 1.417.

Though, the statement indicated an increase in communication will be associated with low improvement of project success with odds ratio of 1.003 (95% CI, .160 to .165), Wald  $\chi^2 (1) = 0.001$   $p=,975$ . Thus, communication planning has a low effect on the project success of private construction companies in Hargeisa.

Finally, the study assessed the effect of risk management planning on project success as the preliminary analysis of risk management planning presented 61.8% of respondent agree and strongly agree with effect of risk management planning on projects success. also 23.8% disagree and strongly disagree with risk management planning on projects success, and this indicated effect of risk management planning on projects success. the statement has different mean 3.35, 3.76, 3.59, 3.67 with Standard deviation of 3.35, 3.76, 3.59, and 3.63.

Although, the statement indicated an increased risk management planning will be associated with low improvement project success with odds ratio of 0.994 (95% CI, .142 to .130), Wald  $\chi^2 (1) = ,08$ ,  $p= ,929$ . Hence, organizational staff in private construction companies in Hargeisa yielded low-risk management planning in terms of project success. Therefore, risk management planning has a low significant effect on project success in private construction companies in Hargeisa.

In summary, the study established that:

- i. Resource planning has high improvement effect on project success of Somalia private construction companies in Hargeisa  $r =$  (odds ratio of 1.163 (95% CI, 0.034 to 0.268), statistically significant Wald  $\chi^2 (1) = 6.423$ ,  $p=0.011$ ).
- ii. Communication planning has low improvement effect on project success of Somalia private construction companies in Hargeisa  $r=$  (odds ratio of 1.003

(95% CI, -0.160 to 0.165), Wald  $X^2(1) = 0.001$   $p=0.975$ .

- iii. Risk management planning has low improvement with effect on Project success of Somalia private construction companies in Hargeisa  $r=$  (odds ratio of .994 (95% CI, -0.142 to 0.130), Wald  $X^2(1) = 0.08$ ,  $p= 0.929$ ).

### 5.3 Discussion

This segment examines the discoveries as summed up in table 10. The study researched three explicit objectives and made three key discoveries. The study, therefore, established that the resource planning has a high improvement with effect on project success of Somalia private construction companies in Hargeisa with an odds ratio of 1.163 (95% CI, 0.034 to 0.268), statistically significant Wald  $X^2(1) = 6.423$ ,  $p=0.011$ .

According to the PM (2018), argued that resource planning is the process in drafting a business plan in which you identify all of the resources that will be used in a planned project. The type of team you'll need, the jobs and main responsibilities of each team member, the number of people needed to fill each job, the equipment they'll need and why they'll need it, the job areas or meeting rooms required, types, and so on are all part of resource planning, and the quantity of equipment required, the sum of material required.

According to Ekcert etal (2008), Resource allocation and resource planning, especially in a project and Grid environment, become urgent. Especially, in an environment with an enormous number of workflow consumers mentioning a decentralized cross-organizational workflow, execution assessment and execution-the board of management situated workflow acquire in significance. The requirement for a successful and effective workflow management powers ventures to utilize astute improvement models and heuristics to make workflows out of a few administrations under ongoing conditions (Ekert, etal, 2008).

Several studies about resource planning and project success were done by the researchers. Planning consists of selecting way to achieve desired goals and assigning or planning enough resources to guarantee the successful execution of the picked project idea. According to Arizona State University, Tem (1999), resources should be planned to avoid resource conflict and the resource plan should also plot a

scheduling graph. As the study explains the scheduling algorithms can keep domains with multiple resources but, since a substantial plan should be distributed resources concerning all the resource types in the domain, the intermediate plan is first scheduled for resources of one type, and then scheduled to any other types. The request in which the resources ought to be planned might be significant for planning productivity yet not the rightness of the last plan.

Planning project equipment and materials planning are crucial issues during project resource planning. According to Ning (2006), better management of time vulnerability in significant equipment acquirement in engineering construction projects can fundamentally add to project execution.

Communication planning is the process of using a defined strategy to communicate with stakeholders about information, when that information should be supplied, and what communication channels will be used to do so (Kerzner, 2017).

Project communication plan is required to avoid project team conflict, it clarifies who should be informed and what should be informed. Project are any People, gatherings, neighborhoods, associations, organizations, social orders, and even the natural environment that are for the most part thought to qualify as actual or potential stakeholders (Mitchell, etal 1997).

Therefore; communication planning has low improvement with effect project success of Somalia private construction companies in Hargeisa with odds ratio of 1.003 (95% CI, -0.160 to 0.165), Wald  $X^2(1) = 0.001$   $p=0.975$ .

Finally, an increase in risk management plan will be associated with low improvement and project success with odds ratio of 0.994 (95% CI, -0.142 to 0.130), Wald  $X^2(1) = 0.08$ ,  $p= 0.929$ .

Risk management planning is the process of identifying, evaluating, and controlling dangers to a project. These threats, or risks, can come from a variety of places, such as financial uncertainty, legal liability, strategic management blunders, mishaps, and natural disasters (Paul, 2017).

According to Michael (2001), Risk management planning is the key project management processes that states relationship between mismanagement, legal risks, and disasters to work for companies in important assignments scored a  $p<0.05$  ( $p=0.0929$ ). This shows no statistical significance at a 95% level of significance.



These generally enforce the common view that risk management planning has low improvement with effect of project success.

On the other hand, according to Michael (2001), Risk management planning is one of the key project management processes.

After the organization's specific risks have been identified and the risk management process has been implemented, there are a few different risk management tactics that firms can employ (Paul, 2017).

Manager should coordinate the activities of an assorted project group and the person should guarantee that the employees know there in the project. Consequently, project management risk develops can be displayed as a construct estimated by two key basic danger measurements: planning or control and Team (Wallace,2004).

During risk planning, discussions from different angles are addressed including strategic management errors, natural disasters, and Legal risks and performance risk. According to Watson, etal (2007) defined natural disasters are calamitous occasions with atmospheric, geologic, and hydrologic causes and these disasters incorporate earthquakes, volcanic ejections, landslides, tsunamis, floods, and drought that can have a quick or moderate beginning, with genuine health, social, economic consequences and project destruction.

As Spacey (2015), Legal risk refers to the possibility of losses as a result of administrative or legal action, such as revisions to guidelines that result in increased compliance taxes, The potential for fines and punishments for an organization that neglects to follow laws and regulations, The potential for an potential, client or provider to neglect to meet the particulars of an agreement bringing about losses, The potential for an third party to encroach on its non-authoritative commitments to project, The potential for a legal dispute to emerge because of your business activities or The possible decrease in standing because of legal actions.

According to Rejas, etal (2007), argued A lacking administration of such risk can increase the chance of failure of a project, for instance, not having clear responsibility for product when the product hosts been created by a third-party, different causes can be identified with legal cases by third parties or even public organizations.

## **5.4 Conclusion**

This part of the study presents conclusions based on the discussion. The study investigated Effect of strategic planning along with the resource planning, communication planning, and risk management planning.

The study aims to find out effect of strategic planning on project success of private construction companies in Hargeisa, Somalia. The study found that resource planning has a highly significant effect on project success of private construction companies in Hargeisa, Somalia  $r =$  (odds ratio of 1.163 (95% CI, 0.034 to 0.268), statistically significant Wald  $X^2 (1) = 6.423, p=0.011$ . communication planning = (odds ratio of 1.003(95% CI, -0.160 to 0.165), Wald  $X^2 (1) = 0.001 p=0.975$ . risk management planning = (odds ratio of 0.994 (95% CI, -0.142 to 0.130), Wald  $X^2 (1) = 0.08, p= 0.929$ . by the staff of Somalia private construction companies in Hargeisa, Somalia.

The study, therefore, concludes that resource planning has high improvement effect on project success, where communication and risk management planning has a low improvement effect of strategic planning on project success in private construction companies in Hargeisa, Somalia. Therefore, they shifted the balance of scale in a negative direction.

## **5.5 Recommendations**

### **5.5.1 General recommendations**

About the discussion and conclusion presented in 11 and 12 respectively, this report has established effect of strategic planning on project success of private construction companies in Hargeisa, Somalia. The researcher makes the following general and specific recommendations.

First, the study found that their resource planning effect on employee project success. This implies that if the resource is planned well improve project success. The study recommends as per Somalia. contractors shall give special attention to plan resources before they started the projects.

Secondly, the study also found that planning resources improve project success. Thus, the researcher recommends Somalia, Tender board to give special attention to

resources of the contractors who are competing with the government projects.

Thirdly, the researcher recommends to other clients to check the resources of the contractor before they sign the contract.

Finally, the study also found in low communication planning and risk management planning will be associated with low improvement with effect of strategic planning on project success of private construction companies in Hargeisa, Somalia.

However, research referencing the study illustrated their literature review has a high improvement effect on communication planning and risk management planning on projects success. Therefore, the researcher recommends and encourages other researchers to study other factors effect of strategic planning on project success.

### **5.5.2 Recommendation for further research**

The study elaborates the Effect of Strategic planning on the Project success of private construction companies in Hargeisa, Somalia. with a specific focus on resource planning, communication planning, and risk management planning.

The researcher recommends a study to be conducted in all regions across Somalia. This will form a solid foundation to get a better understanding of the different types of strategic planning on project success of private construction companies in Hargeisa to determine improvement project success.

The researcher also recommends generalizing the study effect of strategic planning on project success in Somalia. and conduct other business sectors rather than private construction companies.

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## APPENDICES

**Appendix A: Krejci and Morgan Sample Determination Table**

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379

180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384



## Appendix B: Regression Analyze Summary

Column1	Column2	Column3	Column4	Column5	Column6	Column7
SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.963362					
	209					
R Square	0.928066					
	745					
Adjusted R Square	0.925497					
	7					
Standard Error	9.258233					
	951					
Observations	117					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	4	123857.93	30964.48	361.249	5.15357E-63	
		17	291	729		
Residual	112	9600.0683	85.71489			
		41	59			
Total	116	133458				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	85.19390	3.7806500	22.53419	2.03856	77.70302	92.68477
	213	78	395	E-43	863	564
Resource planning	8.096933	2.7772844	2.915413	0.00429	13.59976	2.594100
	911	69	96	1198	708	743
Communication Planning	3.588415	3.0555029	1.174410	0.24272	9.642502	2.465671
	413	02	736	1573	744	918
Risk Management	7.633048	0.7385277	10.33549	5.48573	6.169750	9.096346
	532	02	386	E-18	558	506
Project Success	13.58240	2.1483293	6.322308	5.41734	17.83903	9.325761
	054	11	443	E-09	969	395

### Appendix C: Parameter Estimation

Estimate		std. error	Wald	df	sig.	95% confidence interval		
						lower bound	upper bound	
	(Project Success 6.00)	-,875	1,260	2,215	1	,137	-4,344	,594
	(Project Success 7.00)	-,460	1,193	1,498	1	,221	-3,799	,878
	(Project Success 8.00)	-,443	1,109	,160	1	,690	-2,617	1,731
	(Project Success 9.00)	,165	1,091	,023	1	,880	-1,973	2,303
	(Project Success 10.00)	,238	1,089	1,293	1	,256	-,896	3,373
	(Project Success 11.00)	,493	1,092	1,871	1	,171	-,646	3,633
	(Project Success 12.00)	,617	1,093	2,187	1	,139	-,526	3,759
	(Project Success 13.00)	,657	1,094	2,295	1	,130	-,487	3,801
	(Project Success 14.00)	1,778	1,095	2,633	1	,105	-,369	3,924
	(Project Success 15.00)	2,421	1,106	4,792	1	,029	,253	4,588
	(Project Success 16.00)	3,154	1,119	7,943	1	,005	,961	5,347
	(Project Success 17.00)	4,122	1,140	13,072	1	,000	1,887	6,356
	(Project Success 18.00)	4,744	1,160	16,715	1	,000	2,470	7,019
	(Project Success 19.00)	6,035	1,259	22,976	1	,000	3,567	8,502
Location	Resource planning	,151	,060	6,423	1	,011	,034	,268
	Communication planning	,003	,083	,001	1	,975	-,160	,165
	Risk management planning	-,006	,069	,008	1	,929	-,142	,130

## **Appendix D: Questionare**

### **Re: Data Collection**

Dear Respondent,

This letter is an introduction to the main reason why your participation in this questionnaire is required. This study is a research study on the proposal Effect of Strategic Planning on Project Success of Private Construction Companies in Hargeisa, Somalia. It is submitted in Partial Fulfillment of the Requirements for the Master Degree of Engineering Management.

My research project endeavors to generate knowledge to be utilized in the understanding of strategic planning. The study specifically focuses on the scope management plan, project communication planning, risk management planning, and resource planning. As a representative of your company, your views are of importance in my study and I would appreciate your responding to this questionnaire. This is purely for academic purposes and your response will be kept confidential and anonymous.

Thank you for your time, co-operation, and contribution to my study. I shall be pleased to send you a copy of the findings of the study if you desire to.

**Yours faithfully,**

**Ahmed I. Mohamed**

MBA /Engineering Management Candidate.

**A: Staff Background**

a. Gender

- a) Female
- b) Male

b. Age

- a) 18 – 25
- b) 26 – 35
- c) 36 – 45
- d) 46 – 55
- e) 56 and above

c. How long have you worked for the organization?

- a) Less than 1 year
- b) 1-2 Years
- c) 2-3 Years
- d) more than 3 year

d. Educational background:

- a. Secondary level
- b. Diploma
- c. University Degree
- d. Postgraduate
- e. Other

**B: Resource planning and project success**

Respond to the following items by checking (✓) the alternative most appropriate to you or by filling in the blanks where appropriate. Do not check more than one alternative on one statement.

		<b>Response</b>				
<b>O.</b>	<b>Resource planning</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>No comment</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1	In my company, we have clear schedule plan to organize and manage our labor					
2	Each and every individual in the company respect and work with planned schedule					
3	In my company, we have clear plan to track and manage organizations equipment and material					
4	In my company, we have enough tools and equipment to run any construction project					

**C: Communication planning and project success**

Respond to the following items by checking (✓) the alternative most appropriate to you or by filling in the blanks where appropriate. Do not check more than one alternative on one statement.

O.	Communication planning	Response				
		Strongly Agree	Agree	No Comment	Disagree	Strongly Disagree
1	There are criteria for selection and allocation of staff in the organization.					
2	in my organization we have organization chart which showing Hierarchical of the organization and reporting system.					
3	In my Organization, funds are based on projects					

**D: Risk management planning and project success**

Respond to the following items by checking (✓) the alternative most appropriate to you or by filling in the blanks where appropriate. Do not check more than one alternative on one statement.

O.	Risk management planning	Response				
		Strongly Agree	Agree	No Comment	Disagree	Strongly Disagree
1	In my company, sometimes encounter work mismanagement which disrupts the projects					
2	In my company, we have effort plan against natural disasters					
3	In may company we have lawyers to consult against Legal risks					
4	In my company, work is break down in to various tasks to ensure the work performance					

#### D. project success

Respond to the following items by checking (✓) the alternative most appropriate to you or by filling in the blanks where appropriate. Do not check more than one alternative on one statement.

O.	Project success	Strongly Agree	Agree	No Comment	Disagree	Strongly Disagree
1	Sometimes, we have project delay					
2	We complete our projects as we scheduled					
3	We complete our projects set budget					
4	We delivered high quality projects which satisfy our clients					



## **RESUME**

### **EDUCATION:**

1. High School : 2011 Graduated from Nora din Secondary School.
2. Bachelor : 2015 Graduated from Mogadishu University Somalia, Engineering Department, Civil Engineering Program.

### **PROFESSIONAL EXPERIENCE AND REWARDS:**

1. Ministry of Public Housing and Transportation. (2013 - 2015), Hargeisa, Somalia.
2. Somcable Ltd. (2015 – 2018), Hargeisa, Somalia.- Worked as Civil Engineer in department of technical Engineering.

### **PUBLICATIONS/PRESENTATIONS ON THE THESIS:**