

## MANAGING CHANGE IN PROJECTS: A CASE STUDY ON BANGLADESH

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### ABSTRACT

Abstract: Project management is a rapidly growing focus discipline with most businesses and organizations and understanding project management as a field of study encompasses large area to cover. Both primary and secondary sources were used to get a comprehensive view of how project organizations run in real life and how many types of projects are run by today's organizations. We chose 'Social Marketing Company (SMC), Bangladesh as the subject of our case study and conducted an extensive interview with the project manager to understand the optimal way of operating and managing projects in a dynamic business environment. After analysis the whole issue, we concluded that SMC is successfully achieving its goal and objective in this area. However, some unexpected obstacles do and will always come at the beginning of the project or even in the lifespan of a project but with proper decisions and planning that can be dealt successfully. The project managers just need to pay more attention to ensure effective communication with stakeholders, monitor the measurement of changes, learn from previous experience, change management plans as per requirement and negotiate if needed while doing a project in the future.

**Keywords:** Project Management, Project Reporting, Change Management, Stakeholder

### 1. INTRODUCTION

In recent years, many scholars have recognized the importance of projects as a way to institute change in the organizations and the need to do more research in this area (Crawford & Hassner-Nahmias, 2010; Parker et al. 2013a; Söderlund, 2010). In fact, the success of the organizational initiatives/projects is significantly incumbent on effective change management and leadership (Gilley et al. 2008; Jones et al. 2005; Standish Group, 2013; Turner & Müller, 2005). Change in projects especially in the construction sector is widespread, and failure to manage change is likely to have a negative impact on cost and therefore hamper organizational effectiveness. However, research of change management issues in construction projects is a scarcity (Erdogan et al., 2005; Hao et al., 2008).

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According to Bo Tonnquist (2008), project management is planning, monitoring and controlling all aspects of the project and motivation of all those involved in it, to achieve the objectives on time, and to specify costs, quality and performance. Project management is never a static to business marketing concepts and techniques to help them achieve their goals'. A detailed comparison between traditional and political marketing may divulge many commonalities between the marketing of goods and services and that of political candidates. Thus, heavy reliance upon media (strategy for the 1960s and 1970s) and public appearance (philosophy of process, as long as prices change continuously, natural disasters occur and the dynamism of human behavior. At every stage of the project, companies and organizations should be ready to make changes.

Addressing the above-mentioned research gap, this study aims to analyze the rationales behind the popularity of projects in today's organizations through the primary (Interview with Project Manager) and secondary research (Literature Review).

Understanding project management as a field of study encompasses a large area to cover to have a comprehensive view of how project organizations run in real life and how many types of projects are run by today's organizations. Due to certain time constraints, this study focused on only one type of project from the many, e.g., multi-cultural international projects, projects of highly innovative products; so we could grasp a profound understanding of the subject matter of interest. As a result, the focus was narrowed from the vast project management field to "Change Management in Project Management" with a strict adherence on "Project Management in Local Setting" and choose a company named "Social Marketing Company" operating in Bangladesh for this paper.

### ***1.1 Aim of the study***

This paper aims to describe and investigate a real project management case from the perspective of change management, to identify and analyze four DICE (Bo Tonnquist, 2008) factors; Duration, Integrity, Commitment, and Effort in the project's success. This case's goals are:

- Explain the factors of success or failure in construction projects
- Suggest ways to meet challenges of change management

### ***1.2 Methodology***

This paper is based on the literature related to "Project management in International settings" and on an extensive interview with an appropriate and knowledgeable individual – the project manager in the organization Social Marketing Company (SMC), Bangladesh.

Employing a survey methodology, a two-page questionnaire (See Appendix A) was constructed and sent to the project manager. The questionnaire was adapted after consulting DICE factors (Bo Tonnquist, 2008) which asked the respondent to give a general overview

of the company SMC, and then project specific information about project “Central warehouse”, to indicate challenges and problems of the project with change management as the focal point and to evaluate the success rate of undertaken changes. Both the questionnaire and phone conversation supplied the research team with necessary information for further real case’s analyses and comparison with theoretical knowledge (See Appendix B).

## **2. THE FIELD OF STUDY**

### ***2.1 Societal Marketing Company (SMC) brief history***

Social Marketing Company (SMC) is a non-profit organization mainly engaged in improving the family health of the people of Bangladesh. It is the largest privately managed social marketing organization in the world for a single country. Through its products range, it has a significant contribution to reproductive and child health in Bangladesh.

The colorful history of SMC dates back in 1974 when a “Social Marketing Project” was initiated with the aim of challenging rapid population growth by making contraceptive products widely available at an affordable price to general people. The project was financially non-profit with only objectives of making desired social changes in Bangladesh and initiated by a US-based non-profit organization – Population Service International (PSI) with an agreement with the government of Bangladesh (GOB) and with funding from the United States Agency for International Development (USAID). In 1990, the project transformed into Social Marketing Company (SMC), a not-for-profit private limited liability company and has since been operated under a voluntary board of members consisting of professionals with private and public sector expertise in different fields. SMC has been a USAID partner for different USAID funded programs.

### ***2.2 Organizational structure of SMC***

The figure attached in Appendix C is a very general overview of SMC’s decision-making process where information and authority flow from down to up and vice-versa. It should be noted that each layer in the organization enjoys more authority than any traditional hierarchical organization.

In projects, Project Manager (PM) communicates with the General Manager (GM), Administration, and then it goes onward; but it is not as strict as traditional hierarchical organizations. If the PM wants she or he can ignore the layer above her or him and communicate directly with the company management which indicates a weak matrix structure.

The company seems to have a good reputation within the sector and has adequate experience in carrying out projects. Most of the projects are run and managed by the line organization. When it comes to internally run projects, the Project Managers enjoy some degree of autonomy, yet the line organization has a strong influence on the decision-making process of projects.

The company does not seem like a traditional hierarchical organization where every decision comes from the top management and Project Managers enjoy a little power. Rather it has a weak

matrix structure where it conducts quite some projects which are carried out internally yet line organization has a strong influence on the decision-making process of projects.

### ***2.3 Change of management***

A large number of change management gurus have emphasized on soft issues such as culture, leadership, and motivation (Sirkin et al., 2005). Others have identified Organizational Development (OD) as the major approach to organizational change across the western world and globally (Boje et al. 2011; Burnes, 2007; Dent, 2002; Mirvis, 2006; Mozenter, 2002; Piotrowski & Armstrong, 2005; Ramos & Rees, 2008; Rees, 2011; Wirtenberg et al. 2007). Soft issue or hard, change is inevitable in organizations and failing to manage change will render organization ineffective. The especially change management process needs to be considered in a project where change is a commonly occurring phenomenon (Bo Tonnquist, 2008). This case study is more concerned with the management of change in a construction project rather than identifying factors of organizational change.

Changes happen as a need, and some requirements are to:

- Manage those through a situational analysis
- Add them the respective value
- Motivate the project team in order them to provide the necessary support
- Measure and report the effects

How SMC handled changes, our evaluation and recommendations will be defined in the following sections.

## **3. THE PROJECT: CONSTRUCTION OF CENTRAL WAREHOUSE IN SMC'S PREMISES AT BHALUKA, MYMENSINGH**

### ***3.1 Background of the project***

The central warehouse of the SMC which also has a packing unit is housed in rented premises located within the Dhaka city limits of Bangladesh. In the last 28 years, SMC had to shift premises several times, and each shifting event had affected SMC's performance. When the company was notified by its then current landlord (of its central warehouse building) to vacate the premises within September 2006, it became apparent that the project dubbed "Construction of central warehouse in SMC's premises at Bhaluka, Mymensingh" was the most strategic and permanent solution to the company's warehousing problems.

### ***3.2 Problems originating the project***

The then premises which served as the warehouse posed a lot of problems for the company primarily;

- These premises which were originally built for residential purposes had not fulfilled warehousing needs like adequate passageway for transporting goods, ventilation, natural light or scope for increasing artificial lighting, optimum space areas for stacking goods as per storing guidelines.
- It has not enough space for loading and unloading, adequate safety and security and scrap yard.

- Neighbors also frequently complain about truck movement.
- SMC has to adjust and at times, finds it quite difficult to abide by all the standards for storing specified by USAID and thus courts audit objections.
- With the above factors in view, SMC initiated this project with a goal to construct its warehousing facility on a piece of land inside its factory situated in Bhaluka, Mymensingh, and an objective of stabilizing its logistics channel permanently.

### ***3.3 The project organization and methodology***

#### *3.3.1 Stakeholders*

The project was initiated in June 2006 by USAID- the major sponsor (61% funding) with SMC as a major stakeholder and minor sponsor (31% funding), in addition to other outsourced consultants and experts all within Bangladesh. It was uni-national workgroup, and the national language of Bangladesh-Bangla was the language of communication within the team, and English when communicating with the sponsors (USAID).

#### *3.3.2 Pre-study*

Upon the results of a feasibility study carried out at the pre-study phase by a study team with team leader Dr. A.K.M Saiful Majid, Professor, IBA, Dhaka University in July 2006. They found IRR (Internal Rate of Return) of the project to be 15.61%, which is 3.11% higher than the discount rate (12.5%) and Pay Back Period (PBP) was specified to be nine years. The SWOT analysis also informed the board on the staff strengths within SMC that could be tapped for the project. The project goal was to build a Central Warehouse (See Appendix D) consisting of a warehouse building of floor area 20,000 SFT with 33 FEET height and a three-storied Packaging Unit Building of area a 3,800 SFT with a pallet racking system with a reach truck and hand pallet trucks, for the objective of storing bulk, finished and packaging goods and with a capacity to accommodate about 3750 pallets (Size: 1200mm x 1000mm) with racking in seven tiers. The Packaging Unit Building is equipped with a lift for cargo and hand pallet trucks for repackaging of bulk products. In future, Packaging Units will be equipped with tables with conveyor belts. In the pre-study, the goal was specified as follows:

- AREA OF WAREHOUSE 19,200 SFT
- HEIGHT OF WAREHOUSE 33 FT
- ROOF TRUSS BASED WITH C.I. SHEET/ METAL ALLOY SHEET
- WALL RCC + BRICKWORK
- PALLET RACKING + FORKLIFT
- THREE STORIED PACKAGING UNITS WITH EACH FLOOR ABOUT 2500 SFT
- CONVEYOR BELT IN PACKAGING UNITS

#### *3.3.3 Planning*

In the Planning, the steering committee (Building committee in this case) made up of SMC management, one Board member, and a USAID member specified and approved the budgetary requirement of USD 1.64 million. USAID's contribution was USD 1 million and SMC, USD 0.64 million.

They also specified the project timeline-19 months, and resources needed for the entire project and came up with a baseline plan comprising a Gantt chart (See Appendix E) laying out estimated costs and planned activities with timelines. A buffer of 15 % additional cost of the total estimated cost and 2-3 months extra time required for unforeseen events were included in the plan. The funding from USAID was provided 50% in the beginning and 50% later at the execution phase.

The priority constraint - time was thoroughly specified in the beginning, and the project manager made sure the goal was well understood and accepted by all team members.

Four of the critical co-related milestones identified in the WBS are:

Completion of 33 feet wall → Roof → floor → pallet racking.

SMC is not a typical project-oriented organization, their core business is logistics and since this project was time critical as vividly intimated by the project manager “Central Warehouse is a very time-bound project. Construction of the Central Warehouse must be completed by December 2007, since USAID approved fund for the project will expire on 31st December 2007”, it was a huge risk on their side to undertake the task but because SMC faced eviction from their current warehouse and best understood this limitation, they thought it imperative to undertake the project on their own. To fill in on needed expertise, SMC outsourced expertise from DELIVER Bangladesh - the design company which prepared and submitted a Design Report on Central Distribution Facility in May 2006. The Report was prepared by Andrew Chesley from Global-Springs Ltd., USA, and Lt. Col. Kaiser Rashid, psc (Retd), JSI/DELIVER, along with the estimated cost for basic items. They also engaged various consultants; “In September 2006, we engaged a consultant who examined thoroughly different components of Central Warehouse and proposed tentative fund requirement” - Md. Kamrul Hassan, Project Manager.

The team was mostly staffed with workers from the line organization at SMC, it was an additional task and as such members sourced from line operations were not entirely released from their line duties. They worked on the project alongside their regular schedule. The members, however, did not complain because they were heavily motivated. They were given extra training on-site which they would have otherwise had to pay for in other circumstances. The project manager also managed to motivate the team by making some good bargains with the committee on wages for the members. The internal staff included one site engineer who reported directly to the project manager (also engaged from the internal staff of SMC). While the external staff included two site engineers plus one resident engineer (consultant) which made up of 5 core team members.

Some phases were run concurrently while other dependent ones were run consequently. There were site visits from the board members and building committee members when major milestones were reached, e.g., Completion of 33 feet wall. This allowed for feedback while the project was running for verification and quality control purposes. The costs of activities were booked 100% at the start of the activity.

The team worked nearby; therefore, there was more face-to-face interaction. This facilitated communication and efforts to meet deadlines. The communication channel between the line and the project organizations went in this fashion:

Site engineer (SMC) → Project manager → GM, Admin → MD → Building Committee (SMC management, Board member, USAID member) → SMC Board.

Both organizations shared resources and thus had a cooperative well-coordinated relationship. To communicate decisions in the project a meeting was convened by General Manager, Admin who doubled as a member Secretary of Building Committee at the request of the Project manager. Project manager used to make presentations with a multimedia projector to the Building Committee in cases that needed their input and verification. Decisions of Building Committee were then channeled to the SMC Board who finally approved decisions. On-site, the project manager held regular meetings every first day of the week to update the team. Members also made use of one-page reports, post-it notes and lunch meetings to acquaint themselves with work progress. Head Office to site communication and vice versa was normally through electronic mailing and written reports. “I made critical notes at my meetings myself; some information does not appear in the minutes” Md. Kamrul Hassan - Project Manager.

In the case of tenders and awarding contracts to sub-suppliers for materials and equipment which was the responsibility of the building committee, suppliers’ required technical mark was 60 and financial mark, 40. Technical mark depended on the quality of the product, after sales service track record, technical staff and plant/ equipment of supplier. Thus lowest bidder did not always get the order.

#### *3.3.4 Execution*

During the execution phase, SMC faced some major contingencies that were not pre-determined in the initial estimates and these changes had to be effected to improve the quality of the product goal. Changes were:

- Water-proofing of floor was not considered in the beginning but was included later
- A power sub-station with 400 KVA for emergency power generation was included later
- PU foam pasted roof sheet was substituted for the initially agreed upon roofing material later during execution
- Metal halide lighting, expansion joint, and false office ceiling were not considered in the initial plan but included later
- Overhead food grade plastic tank for water was not considered included later, and a 250mm brick wall was built instead of prefabricated metal alloy sheet wall specified in the baseline document.

There were also inter-member conflicts arising due to the pressure of multitasking between project and line work; “I was informed by field supervisory staff. I resolved conflicts. I took help from the Building Committee were resolving conflicts needed financial support” - Md. Kamrul Hassan - Project Manager.

### *3.3.5 Outcome on delivery and closure*

The project at the time of closure was above budget against the baseline plan by (10.9%) bringing the actual cost to USD 1.8 million. The timeline was defeated by an addition of 5 months which was outside the buffer zone of 2-3 months set in the risk assessment, meaning that the project was completed in 24 months instead of 19 months.

The final report was submitted to the steering committee and then forwarded by the committee to the board. The result was accepted, and SMC commenced evacuation from the old warehouse into this construction immediately. The company as a result of the success of this project submitted another proposal to USAID for funding for an extension of the warehouse within the same premises in the future.

## **4. FINDINGS**

### *4.1 Analysis of the project “Central Ware house” in SMC*

From all indication, it is clear that the project organization operated as a weak matrix. The project manager enjoyed some autonomy in decision making, and although the changes impacted on the scheduled deadline negatively, due to flexibility, they were easily adapted.

From our observation, we realized from the data that there was no provision made for unexpected changes in the initial, risk assessment and analysis and a critical response strategy was adopted by the PM to manage the changes quickly, though we can say that risks generally, on the other hand, were well assessed and buffered in the preliminary estimate.

At the planning stage, we found out that, the team was constituted based on expertise and experience of the members and not on their character. There were no documented rules for the team to abide by but by convention; there were a set of unwritten rules that governed the behavior and attitudes of the team. It was mainly leadership by example from the PM, and it worked out quite well. We observe from the answers that the PM led the team at a respectable distance. He hardly had personal relationships with the team members. He just dwelt on the goal and motivated the group, mostly finance-wise and training to achieve his goal. This allowed his decisions on conflicts to receive very minimal resistance.

Putting project methodologies into perspective, PM did not go strictly according to the book, the concentration was on the time constraint, and he worked with the best options for the purpose. From our observation, we were convinced from the plan of activities on the Gantt chart that the PM runs the tasks using a mixture of the sequential development and time boxing methods between phases and concurrent engineering during phases (See Appendix E). We say this because each face had a deadline for completion and activities that were not completed in the previous box were shifted to the next. There sometimes new requirements specified due to the changes in the plan and these were included accordingly in each box. Each phase was dependent

on the other, e.g., the roof construction was dependent on the 250mm brick wall (which was itself a change from the original plan of a prefabricated metal alloy sheet), and the floor was dependant on the completion of the roofing. However, within the phase, activities such as Construction of prefab work, Installation of Fire Detection system, Installation of Racks and Installation of Transformer, AVR and Cable according to the Gantt schedule were carried out concurrently.

We also observed the communication strategy. It was not defined, due to the influence of the line organization and the nature of the project as an additional task for the line organization, communication within the team and other stakeholders naturally fell in line with what already existed in the line organization. There were routines channels for reporting events, and that was what governed the team's communication efforts. The scale of the project was not big enough to require a portal or website.

Though the priority was on time, there was also a huge emphasis on quality since part of the product goal was to be able to have a warehouse solution for the longest possible period beyond the payback time.

Due to the urgency of the eviction from their current warehouse, we observed that the warehouse was in use in full swing even before the final planned activities were executed.

From all indication, it was apparent that the major sponsors funding agreement which was to expire by December 2007 was not renegotiated per say. USAID has always been associated with the activities of the SMC since its inception in 1974 and naturally made provision for delays in the project schedule, just in case. As such the extension did not affect the funding of the project. Finally, we observed that the frequent visits to site and feedback from the building committee allowed for important observation and in turn important adjustments to be made to the plan. Also, the frequent feedback, review, and verification the phases by the building committee registered its involvement in the entire process as such the implementation went through with no resistance or reservations from stakeholder.

#### ***4.2 Analysis of changes management and impacts in the project***

Based on the interview of project manager and literature review, the analysis of change management is presented in the following paragraphs.

The case study "Central warehouse" reviled three main impacts on the project:

- Financial impact
- Impact on timeline
- Human recourse impact

**Table 1: Impact analysis**

CHANGE	WHO PROPOSED	REACTION OF TEAM	FINANCIAL IMPACT	IMPACT ON TIMELINE	CHANGE MANAGEMENT
Waterproofing of floor	Resident Engineer	Readily accepted	LOW	*	PM increased the workload of contractor
Building of power substation with 400 KVA for emergency power generation	Project Manager	Positive	HIGH	HIGH	A tender was called by discussing with building committee
PU foam pasted roof sheet substitution	Resident Engineer	Slight Resistance from contractor	HIGH	*	Resistances were solved by meeting with contractors.
Metal halide lighting, expansion joint and office false ceiling	Site Engineer(SMC)	Resistance from contractor	LOW	LOW	Resistance solved through meeting with contractors
Over head grade plastic tank for water	Project Manager	Readily accepted	HIGH	*	Issue was solved by calling tender by discussing with building committee
250mm brick wall	Building Committee	Resistance from team	HIGH	HIGH	Issue was solved by meeting with the team and project manager.

\* Exact level of impact was difficult to measure due to lack of information.

## 5. CONCLUSION AND RECOMMENDATIONS

Concluding, we believe the project was well run since it achieved its goal and objective as specified. Of course, unexpected changes cannot be assessed as risks at the beginning of the project, but the project manager should be ready for changes by having a change management plan. The role of a leader during unstable periods requires charisma and a different attitude to resources - time, money, and especially people, as it was shown above. Changes during the lifespan of a project are not well managed, can cause problems leading to over budget, over schedule and sometimes the whole project can come to an abrupt halt.

To calculate the success of proposed changes, the project manager can use the DICE framework (Bo Tonnquist. 2004) as a tool. Four factors determine the outcome of any transformation initiative during the project:

D. The duration of time until the change program is completed if it has a short lifespan; if not short, the amount of time between reviews of milestones.

I. The project team's performance integrity; that is, its ability to complete the initiative on time. That depends on members' skills and traits relative to the project's requirements.

C. The commitment to change that top management (C1) and employees affected by the change (C2) display.

E. The effort over and above the usual work that the change initiative demands of employees.

The DICE score = D + I + C1 + C2 + E, then it is

7-14 the project will most likely be a success

14-17 uncertain if the project will succeed

Above 17 extreme risks for failure

The project manager of “Central warehouse”, as it was learned from the interview, did not use DICE frame to settle the working process during changes.

Upon checking the DICE score based on a questionnaire (See Appendix A), we came up with a record score of 13. This shows that the changes affected were in the “win zone”. As long as the project was successfully finished, it is possible to assume that the DICE model can be a useful technical tool in change management.

The managerial implication of this study is that for future projects the project's managers should pay more attention to:

- Communication with stakeholders is a critical element for project success, and any misunderstanding will seriously hamper Project effectiveness.
- Measurement of changes should frequently be done so that any discrepancy between reality and expectation can be addressed quickly.
- Previous experience and extensive of risk assessment is a vital factor. It help if the manager has previous experience with risk assessment of projects.
- Change management plans should include a contingency plan in case of any unforeseen events.
- Negotiation skill of manager plays a critical role in projects success.

## **6. LIMITATIONS OF THE STUDY**

This paper represents a case study of a local company handling a local project. The nature of a case study method itself has limitations due to illustrative, not an explanatory character of a routine. As long as a current case study involves only a single individual, it may not define the yardstick for handling changes for all projects. The project manager’s answers are based on not official data and recollection of undocumented events during the project; this thus constrains the implementation of case study’s results even further.

The local disposition of the project makes the scope of implication even narrower; the project manager did not face the challenges of the international context, thereby the results of case study analysis may be put into international practice, but only adjusted for the purpose. For instance, the problem of commitment in the international settings as opposed to local projects could be complicated with virtual or semi-virtual teaming challenges.

## Appendices

### Appendix A

Questionnaire for interviewing SMCs Project Manager

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#### Questionnaire/Interview to Project Managers Regarding on an implemented or running Project

##### PROJECT MANAGER

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Other position \_\_\_\_\_

##### PROJECT

Name \_\_\_\_\_

##### Goal

Time frame Start: \_\_\_\_\_ Finish: \_\_\_\_\_

##### CLIENT/SPONSOR

Name \_\_\_\_\_

Questions concerning: Pre- study

1. When was the project initiated? (The date when the need for the project was mentioned in meeting)
2. Who initiated the project? (SMC or USAID)
3. Identify Major Stakeholders for this project. (e.g. SMC, USAID, DELIVER, Other Consultants etc.)
4. What was the planned budget for the project
5. Identify the hierarchy of the project organization and specify communication structure between project and client organization. (Management Hierarchy and how many levels were there for an information to pass between project and client organization [e.g. one information is passed to project manger directly , he then passes it to SMC higher authority])

### Questions concerning Execution and Onward Phase

1. What was the actual cost of the total project?
2. Identify at least 4 critical tasks for this project.
3. Identify at least 4 major and 4 minor contingency events connected to tasks.
4. What financial Impact did those event had on the project. (e.g. Monetary value of extra cost incurred)
5. What effect did those events had on project completion time? (e.g. extra time took to complete the project.)
6. Who took decisions about the project? Rank decision makers according to their importance. (rank both in project organization and SMC [the client organization])
7. Building committee ( SMC management, Board member, USAID member)
8. How decisions were communicated throughout the project organization?
9. What sources were used for staffing the project organization? (Internal and external). Provide us with a list (number of internal employees and external employees) if possible.
10. How conflicts among project employees were resolved if there were any? (e.g. on spot by supervisor or by the project manager ).
11. Was there any documentation of predefined or forecasted contingencies and their solutions? (problems that might occur during execution phase of the project)
12. What contingencies had occurred that was not predicted beforehand and how were those q solved? (E.g. contingency problems were solved mostly by the project manager and other specialist in the project based on their experience or judgment./ direction from higher level management was asked first for direction.)
13. List at least 5 major learning from this project that could come in handy later on.
14. What organizational structure is needed for “the project”? Did the Project effect the line organization work? (did the Project team was involved only in this Project tasks or the Project was addition)
15. Did you consider any alternatives, before choosing “the project”? (to delegate the whole project to different company for example)
16. What has been the business impact implementing the project? Did the supply chain become more efficient?
17. Why the activities were revised?
18. What happened that the project wasn't finished on December 31th 2007?
19. Why actual and planned activities didn't coincide?
20. Who won tender and why? Only because of price?
21. Which factors the important in decision making process?
22. What was the sequence of the project: different phases at the same time, phase by phase, did you received any feedback while the project was ongoing after each phase or on delivery
23. Listed changes: extra expertise, extra training, new task divided among the team members, how did they react the changes, did they easily reacted on it

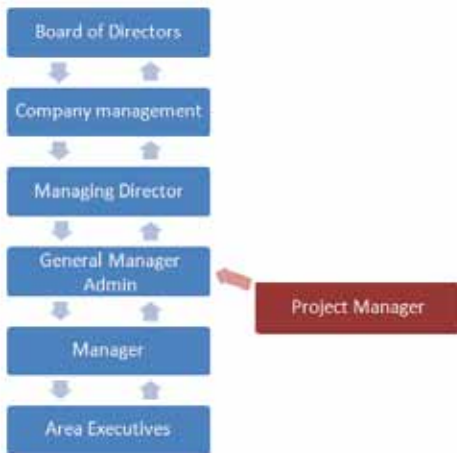
**Appendix B**

Methodology Model for PMIS Real Case Study



**Appendix C**

Hierarchy of Decision Making Process in SMC



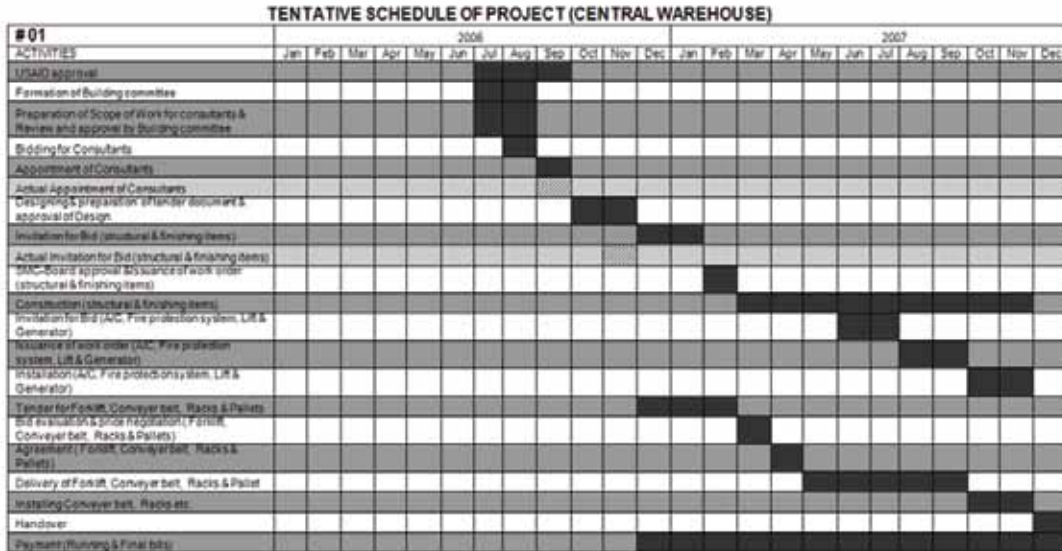
**Appendix D**

Central Warehouse



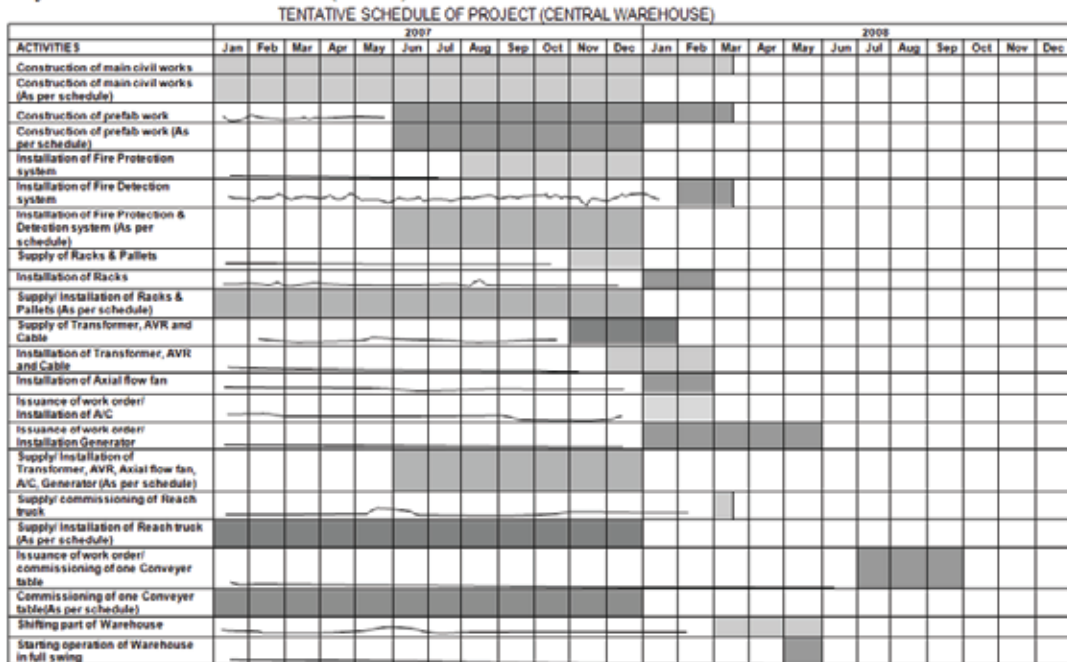
**Appendix H**  
SMCs Gantt Chart – April 18, 2007

**Major Activities of Administration Division  
FY-2007**



**Appendix E**  
SMCs Gantt Charts – Major Activities

**Major Activities of CWH Construction (Revised)**



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