Why does project information fail to deliver promised outcomes?

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Abstract. Achievement of project goals or deliverables has always been a topic of debate among the scholars and experts of the project management. This study is directed towards exploring the root factors regarding the research objectives and hypothesis in the project documents. Our study is based on descriptive design, deductive approach and quantitative method. We have conducted a survey with sample population of two hundred and fifty participants. The findings and analysis of the study highlighted that project management; governance and project model selection are the primary factors that have a direct relationship with the project benefit realization process. On the other hand, resource allocation is influenced by human errors in decision making process of project which can ultimately reduce the benefit realization process. Although this study has made a thorough analysis for assessing the factors that can hamper project outcome and delivery, future research can identify external factors that influence project management processes.

Keywords: project information, promised outcomes, project deliverables, project goals, project failures, failure factors, human errors.

1 INTRODUCTION

Project failure can be explained as the inability of a project team to deliver the expected outcomes within the given time and resources. Various reasons are considered as primary factors for failure of projects such as poor governance, implementation, resource management, human errors, unprecedented changes in environment etc. It can be noted that success of a project not only depends on the internal factors but also is impacted by the environmental context. Benefit measurement continues even after the project is over and the benefits can be realized in a longer term.

Considering all these notions, our research is based on analyzing the factors that reduce the ability of a project to deliver the promised benefits; many steps are being taken for improving the outcome and process of project management such as inclusion of statistical analysis for assessing the project requirement and compatibility with the project deliverables. However, a project cannot have a steady work framework despite the initial planning process there are changes which can be forwarded by the client or occur due to changes in the project environment. The influence of manual errors on project outcome has gained importance among the project managers and the experts. This includes the fundamental errors made in project planning as well as strategic decisions required for foreseeing the future risks and uncertainties that can hamper a project. However, it is quite evident that as projects are of different natures, the factors hampering their delivery of benefits also vary in accordance to their context and requirements.

Many studies on the obstacles or barriers in accomplishing projects deliverables are based on different contexts and circumstances. Thus, their outcomes differ accordingly. There isn't

one rule or one reason for failures of projects to deliver the specified goals. However, an consolidated study of the project variables can help in identifying a definite answer for the thesis statement of the project.

1.1 Aim and Objective of our Study

The primary aim of the research is to establish and identify the factors that reduce the abilities of a project to deliver the agreed deliverables or benefits. This research also intends to assess the influence of the identified factors on the management and decision making processes and their interpretation by the project manager and team to understand the impact of these variables on project operations. The objective of this research is to answer the following questions:

- What factors hamper the project outcome and the project benefit realization?
- How does poor governance and resource management processes influence the project deliverables?
- What barriers are created as a result of human errors in project outcome?
- Why it is necessary to select appropriate project management models for enhancing project benefit realization?

1.2 Research Hypothesis

Hypothesizes of the research are as follows:

H1: Poor Governance is a major factor behind reduced project benefits.

H2: Resource management and allocation defines the ability of a project to attain its deliverables.

H3: Human errors in decision making of a project results in reducing the scope of success for a project.

H4: Selection of the correct project management model is necessary for attaining the project goals.

2 LITERATURE REVIEW

The research platform has been framed surrounding the variables of project management that can reduce the scope for delivering the promised benefits. Thus our research takes into account a number of variables of project management that can reduce the scope for delivering the promised benefits. Our literature review mainly focuses on understanding the integral factors associated with project management, project delivery and their influence or relationship with project benefit realization. In view of the following discussions, we have observed that environmental influence and human errors in the planning process are the primary factors that can reduce the value of project benefits and also hamper project completion. The technical aspects of projects such as selection of project models and resource allocation and management are also crucial for ensuring that the project deliverables are attained as per the given requirements of the stakeholders. In context of a wider scenario, it was noted that the initial mistakes in projects are reasons behind failure of projects to deliver the promised benefits.

Factors associated with success or failure of a project has been identified by many scholars based on their interpretation and perception of different project contexts. In the words of Carmichael (2010), the ability of any project to deliver its promised benefits depends on how well the project was planned and performed. This statement highlights the importance of

project process management in order to ensure prolonged benefit realization for project development processes. Okebugwu and O-M Omajeh (2014) on the other hand argued that benefits of a project often depend on the stakeholders who can change their requirements or even changes in the environmental context wherein the outcome of a project may cease to be valid. Thus, project failures in context of delivering benefits may not always depend on the project management processes. Nevertheless, scholars such as Serra, and Kunc (2015) and Crawford, Pollack and England (2008) have stated that most of the times early mistakes in project planning or implementation misdirects the project and as a result the expected benefits cannot be attained. In such situation, the primary factors hampering project management are erroneous decision making, resource management, poor governance, inability to identify potential risks and uncertainties, etc. According to Breese (2012), it is important for a project manager to have a clear understanding of the expected benefits of the project and also ensure that the benefits can be realized for a longer period wherein the project manager needs to prepare contingency and continuity programs for the project.

Kelly, Male and Graham (2014) stated that the benefits that can be derived from a project mostly depend on the type and the set deliverables of a project. Despite being one of the most common flows in the project management processes, human errors are often ignored in project management systems. Doherty, Ashurst and Peppard (2012) argued that manual decision making is always needed in projects in order to accommodate the needs and finalize the direction of a project. According to Truman D. King (2013), human errors can occur in any stage of a project beginning from planning to implementation. Mistakes mainly occur during the planning and the implementation phase of a project wherein the project managers and team members have to largely depend on decision making processes (Eadie et al. 2013). Skill based errors on the other hand are mostly associated with the competence of the project team members and can misdirect the project progress. In project management decisions instances can occur wherein any environmental mishaps are overlooked or any economic crisis is left unseen reducing the sustainability of the project against risks and uncertainties.

In relation to the internal management of projects, decisions regarding resource accommodation or compatibility of the project team to achieve an unrealistic objective are performed as a result of over-estimation of actual capability. It is probable that the optimism bias is responsible for ensuring an effective benefit realization process of projects. From the point of view of stakeholders or clients, optimism biasness can result in over expectation from the project team and although, some experts such as Kelly, Male and Graham (2014) and Melton and IIes-Smith (2009) consider psychological concerns of project managers or team members to be of little consequence in context of long-term benefit realization of projects, optimism bias can be the founding factor for root level errors in project plans and thus lead to project failures. Hence, optimism bias can be an influential factor hampering project benefits for stakeholders. Dey (2010) termed the notion of human errors the outcome of psychological condition such as project pressure or individual issues hampering the focus of the project team members. Atkinson (2009) supported this sentiment and further explained that project management process is generated by performing simultaneous tasks together that is aimed at achieving high end results which can increase the psychological pressure and result in mistakes or skill based errors. Truman D. King (2013) on the other hand noted that when there is a gap between the plan and the intended outcome of project it results in errors.

In the words of Kerzner (2009), project governance and management are two very different things. While project management is based on ensuring that the set objectives are achieved, governance is about handling the project progress. One of the major factors in relation to the governance of projects is that, the top authority of any project may not have appropriate information regarding the project progress or the project requirements which can hamper the project process and also lead the project astray. Doherty, Ashurst and Peppard (2012) noted that project governance and management, the efficiency of both these processes

depends on communication with the project team and the clientele. It is essential for a project team to understand the requirements of the project and also assess the long-term factors associated with it in order to ascertain the potential benefits coming out of it. In terms of realizing project benefits, Shenhar and Levy (2008) mentioned that project management is not solely responsible for ensuring that the project goals are attained. Kelly, Male and Graham (2014) stated that project governance are mostly concerned about the strategic decisions and future potential utility of projects rather than considering the requirements of the operational level activities.

Project risk management processes is among the fundamental activities in the planning stage which focuses on improving the sustainability of project implementation and also develop a favorable outcome (Eadie et al. 2013). In relation with PBR, Doherty, Ashurst and Peppard (2012) stated that risk mitigation strategies in project are often associated with the strategic decision making processes which may not address the issues faced by the operational level needs. The root level risk management processes can be noticed in project models such as Spiral Model wherein every prototype developed in compared with the project objectives and stakeholder requirements and also a risk analysis is performed in order to ascertain the future possibilities. However, Carmichael (2010) stated that often risk management processes of projects are considered based on their impact on the outcome rather than the stakeholders or users of the project outcome. In this regard, the implementation of impact matrix can be cited as a key process for identifying the potential risks. Nevertheless, Breese (2012) mentioned that it is not necessary that risks will impact the benefits coming out of a project even if it can create barriers in project completion. In relation to benefit realization of a project, Kelly, Male and Graham (2014) noticed that impact of risks on project deliverables and benefits are not necessarily the same thing but they are simultaneous in nature. If the outcome of a project is being impacted as a result of any risk or uncertainty, it is quite possible that the resultant benefits will also get affected. In terms of risk mitigation strategies also, the aim of the project management is mostly directed towards reducing the risks in context of project completion wherein the project benefits are not necessarily included or considered to be a part of. Shenhar and Levy (2008) opined that this is a result of human errors in project along with improper governance.

Environmental influence on projects is the most uncertain area of project management as per the studies of (Clarke, 2008). While environmental concerns for projects are mostly associated with natural disasters, the topic itself is much wider in perspective. For instance, economic changes or political influence on the project location and project process can hamper projects or reduce the benefit realization process of a project. Okebugwu and O-M Omajeh (2014) agreed that it is quite possible that because of changes in government policy, markets, customer behavior and needs or environmental conditions, the value received from project benefits can reduce despite the success of a project team in delivering them. In such situations, a project cannot be rendered unsuccessful but is the victim of the environmental influence. In the words of Melton and IIes-Smith (2009), it is crucial for a project team to realize and identify the potential risks that can occur due to changes in environment may it be economic, political or climatic in nature. This also brings into limelight the requirement for ensuring a better risk mitigation and management process by the project management and governance. According to Kerzner (2009), in some cases it has been observed that the nature of project deliverables make them vulnerable to environmental influence and hence reduces the efficacy of the project process and benefit realization for stakeholders. In short, it can be observed all the above analyzed variables of project management, completion and benefit realization can be impacted with environmental conditions which are outside the control of project management or governance. However, a project team can design necessary precautions for reducing the impact on the project benefit realization and project completion process.

3 RESEARCH DESIGN AND METHODOLOGY

This section discusses research variables of our research. We have employed quantitative method on selected questions on objectives and the subject matter. The primary variable is project benefit realization. The focus mostly is on the integral factors of project management. We shall analyze survey responses of two hundred fifty respondents. The survey questionnaire was administered with the help of online platforms Survey Monkey, e-mails and mall intercepts of respondents in work place of the Arab National Bank, which is focus of our research. The questionnaire included two parts, first bearing questions related to demographic data, which include gender, work experience, designation and educational level. The second part focused on the specific elements of the Project Management Variables. This part of the questionnaire was built on the conceptual framework which was based on factors behind Project Benefit Realization, and we used Likert Scale Survey. Some details of topics covered by the questionnaire follow.

3.1 Project Governance and Management

- Appropriate governance of project enhances project efficiency
- Governing bodies of project can also create barriers for project team
- Good project management elongates project benefit realization period
- Project management efficacy highlights the potential benefits that can be realized from a project.

3.2 Project Model Selection

- Selection of the right project model is necessary for project success
- A project model must have clear and specific rules for the project team
- A project model needs to be flexible and adaptive in nature

3.3 Resource Management and Allocation

- Shortage of resources often leads to project failure
- Improper resource allocation can hamper project outcome and benefit realization
- Resource management and allocation depends on project governance and management

3.4 Project Decision Making

- Errors in project decisions are the main reasons for project failure.
- Project decision making should consider both long and short term benefits that can realized
- Faulty project decisions are mostly caused as a result of intuitive thinking rather than rational decisions
- Project decision making needs to be aligned with project model

3.5 Human Errors

- Over confidence is the primary reason behind decision making errors in projects
- Negligence of risks creates barriers for benefit realization process of a project
- Project delay is the result of skill based errors
- Strict rules often can create mistakes in project

3.6 Risk Management

- Effective risk management adds value to project outcome and benefits
- Assessing probability of risks helps in better project planning
- Assessing potential impact of risks helps in better planning

4 DATA ANALYSIS RESULTS

Here we provide a summary of the statistical analysis as quantitative method was selected for the analysis purpose. We employed SPSS and MS-Excel for performing the analysis of the study. Out of two hundred and fifty responses, we found only one hundred and ninety eight worthy of consideration.

2.1 Particulars and Reliability of Respondents

In our sample 60.5% of the respondents were male and the remaining 39.5% were female in the selected sample group. In the age group of 26-30, there were 26%, followed by 21.5% in 36-40, 20.5% in 31-35. The remaining 32% were divided as 14% in the age group of 41-45 18% above 45 years. In the context of the work experience, 33% had experience of 4-6 years, while 22% had experience of 6-8, 20.5% had 08-10, followed by 19% with 2-4, and remaining 10.5% had 10 years. As for the work responsibilities, 25.5% of the respondents were team leaders, 37% were project team members, 7.5 project managers, 6.5% admin staff, 13.5% accountants or financial clerks. As for the educational qualification, 26.5% of the respondents were graduates, 16.5% with some project management qualification, 35.5% with a project management degree and 15.5% were postgraduates, and 6% had high school qualification.

The reliability test helped us in understanding the relationships between the different variables and the responses gathered in the same context. It also ensured consistency in the responses for assessing their appropriateness for the data analysis process. The reliability statistics provided us with Cronbach's Alpha matrix score of .779 in 21 variables and of 198 respondents, it can be considered acceptable in terms of internal consistency of the research.

2.2 Descriptive Statistics

The descriptive statistics of the research has been performed separately for all the primary variables mentioned in the conceptual framework of research. The response of the participants was converted into numerical figures in order to perform the statistical process. The Likert Scale for the analysis has been presented below:

2.2.1 Project Governance and Management

In case of all the statements, the respondents positively showed their responses. The mean value of all the variables are above 4.5 and the standard deviation is lower than .52 which signifies the consent of the respondents towards the stated notions. It can be gathered from this data set that the respondents are of the view that good governance and management can help in elongating and enhancing the benefit realization process of a project. Interestingly enough it seems that the respondents agree to the notion that project governing bodies can create barriers in the process of project completion or project benefit realization

2.2.2 Project Model Selection

In terms of project selection, it was refrained from asking direct questions regarding the project management models in order to ensure that the respondents are clear about the

intention of the statements. In this case also, most of the respondents agreed with the statements as the mean value for the three statements are above 4.1 and the standard deviation is between .57 -.63. Although the responses were positive in nature, two contradictory statements received similar responses which can be arguable in nature. The respondents agreed that project models should have specific rules as well as they should be adaptive and flexible in nature. It can be considered that the respondents would want clear instructions from the project model in terms of structuring of projects as well as want to have an adaptive structure in order to adjust any changes in project process management or objective adjustment.

2.2.3 Resource Management and Allocation

In terms resource management and allocation, the results of the respondents highlighted similar trend to what was observed in case of the previous two variables. The mean value of the respondents were over 4.4 and the standard deviation was within .47 - .52.
The agreement of the respondents also suggests the accuracy of the statements suggested in the questionnaire. However, considering the standard deviation of the last statement, it can be seen that the response can deviate to a neutral state from agree which also suggests that some of the respondents disagree that governance and management of projects are not solely responsible for resource management and allocation.

In relation with the literature review, while most of the scholars stressed on the importance of resource management and allocation for ensuring appropriate benefit delivery, there were also some concerns regarding changes in the project requirements and project scenario which can hamper resource management process and therefore hamper the project benefit realization process. However, it should be considered that project team members are also responsible for appropriate resource management processes. Nevertheless, factors such as shortage of resources and improper resource allocation are key aspects that can hamper the project outcome and benefit realization process.

2.2.4 Project Decision Making

In this section, the primary variable was regarding the manual errors which can be found in the decision making process of project management. It can be gathered from the responses that although majority of the respondents agreed to the given motions (mean value < 4) there were some general disagreements or neutral responses which increased the standard deviation of the responses in comparison with the mean. Considering the standard deviation of each of the notions, it can be gathered that respondents have provided a near neutral response for the third variable which was regarding intuitive and rational decision making. Respondents agreed that it is essential that the decisions should be aligned with project model and project goals in order to enhance project effectiveness.

2.2.5 Human Errors in Project

In context of human errors in projects, respondents agreed that over confidence, negligence of risks and skill based errors can hamper project outcome and benefit realization process. Although amount the fundamental concepts of project management, these variables highlight influence of optimism bias and types of errors in the project management process. The mean value of the responses is above 4.27 in all cases and the standard deviation is within .47 - .60. Highest deviation can be noticed in case of skill based errors wherein some respondents may of neutral view causing the deviation.

It seems that the respondents are not ready to fully agree with the influence of skill based errors which is a bit contradictory to the findings of the literature review. As noted in

literature review, skill based errors occurs because of individual faults and can be a reason behind the negligence of the fact of some respondents.

2.2.6 Risk management

The respondents agreed to all the variables for the risk management segment of the questionnaire. The mean value gathered is higher than 4.39 in all the cases and the standard deviation are in between .50-60. In this case, the standard deviation for effectiveness of risk management has received high deviation which does not correlate with the literature review.
Although respondents agreed that both probability and impact analyses of risks are useful for ensuring better project management outcome and benefit realization process, some of them disagreed that risk management can help in improving the outcome of a project.

2.2.7 Correlation Analysis

The correlation analysis has been performed by selecting the most highlighted aspects of each group of questions. The selection process of the variable has also been performed based on their relationship with the dependent variable of the research, project benefit realization.
The highest correlation (.796) has been found between the need for good project management for elongating project benefit realization period and potential benefits can be highlighted with the help of appropriate governance and management of projects. Apart from this, the correlation between appropriate project model selection and elongates project benefit realization period was .476 whereas with potential benefits realization the correlation was of .772. One of the most interesting relationships was found between selection of right project model and neglecting risks which was negatively correlated at -.535.

In context of resource allocation and management (hamper PBR), two highest correlations were with overconfidence (.418) and considering the long-term and short-term benefits of the project management (.590). On the other hand, the correlation analysis also revealed some highly negatively related variables such as right project model selection and neglecting risks (-.535) and in case of effective risk management, almost all the variables of project management, governance, resource allocation and human were in negative figures.

The basic findings of the correlation analysis can be mentioned as the positive relations between project management and governance variables and the variable of potential project benefit realization. This shows that effective management and governance are essential for ensuring project benefit realization. On the other hand, the relationship between project model selection and potential project benefits also revealed crucial information regarding the influence of project models on the outcome and benefits of a project. In context of the contradictory relationship between appropriate project model selection and neglecting of risks, there seems to be dual possibility based on the nature and approach of project model. For instance, in case the project model selected is waterfall or other similar models, then the scope of risk negligence is more as the scope of flexibility is less in the business process. Thus, it can be gathered that there can be a negative relationship between project model selection and neglecting risks but the context has to be very specific which is rare.

Another very important observation made from the correlation analysis is between the resource allocation and human errors. It can be observed that there is a relationship between resource allocation and human errors in decision making, however the outcome and nature of this relationship can be both negative and positive considering the explanation of the scholars provided above. Apart from this, out of the negative correlations observed in the analysis the fact that risk management did not have significant positive or negative correlations was also quite surprising. Risk management is an integral part of any project management process and ensures that the project goals are achieved by overcoming the possible risks or by reducing

their impact on the project process. Therefore, the responses of the participants again failed to tally with the established concepts of project management.

2.2.2 Regression for Hypothesis Testing

Hypothesis 1: Poor Governance is a major factor behind reduced project benefits.

The first hypothesis of the research considered project governance as a primary reason behind the inability of projects to deliver the promised benefits. In this regard, the dependent variable for this hypothesis has been selected as potential benefits realization as a result of project management efficiency. In above analysis, it was found that the F value is 94.60 and the significance is .000 which shows that the considered variables for this hypothesis have a significant relationship.

On the other hand, noting the formula that when F critical is smaller than F value the null hypothesis is rejected and vice-versa, the value of df1 was found as 4 and df2 was 195. Therefore the F critical value was evaluated as 2.42 which confirm that the null hypothesis will be rejected. Apart from this, the value of R square and adjusted R square also highlighted a good fit between the dependent and independent variables considered in this hypothesis. The coefficients table highlights that the best fit with the dependent variable is that of resource allocation and management and extending project benefit realization period because of good management.

Hypothesis 2: Resource management and allocation defines the ability of a project to attain its deliverables.

The second hypothesis of the research focuses on the role of resource allocation and management in terms of attaining the project deliverables. Although the literature review considers this notion to be true, in terms of the primary data the evaluation has been performed with regression. It can be seen that F Value for this analysis is 50.731 and the significance is .000 which ensures that the dependent and independent variables have a significant relationship.

Similar to the analyses of H1, in this case the df1 is 3 and df2 is 196, therefore the F critical value is 2.65 which is smaller than the F value and therefore the null hypothesis will be rejected in this case.

In terms of coefficients of the research hypothesis, it was observed that all the considered variables have significant relationship with the dependent variable. This can also be observed in the Model Summary table wherein the R square is .437 and the adjusted R square is .428 which indicates a good fit between the dependent and independent variables.

Hypothesis 3: Human errors in decision making of a project results in reducing the scope of success for a project.

The third hypothesis of the research focused on the influence of human errors on the decision making process of a project and its resultant impact on the scope of project success. In this context, the correlation analysis showed that there exists no direct relationship between human errors and project benefit realization process. However, in order to assess the influence of overall impact of human errors on the project management process, the hypothesis has been formed by considering the project outcome and its scope of success.

It can be noted that the F value in this case is 253.966 and the significance is .000. With the formula of F Value and F Critical, the df1 in this case is 7 and df2 is 192 and hence the F critical is 2.06. Therefore, the null hypothesis can be rejected in this case. The coefficients table also highlighted that most of the independent variable considered for this study is having significant relationship with the dependent variable such as neglecting risks, skill based errors (which was previously denied by the respondents in descriptive statistics), mistakes (rule based errors) and skill based errors, intuitive thinking (optimism bias), etc have all significant

relationship with H3. Hence, it can be clearly seen that human errors have a large impact on the project operation and outcome which ultimately will also hamper the project benefit realization process.

Hypothesis 4: Selection of the correct project management model is necessary for attaining the project goals.

The final hypothesis is also based on the project outcome and the role of project management model selection. The correlation analysis clearly found a positive relationship between project management model selection and the potential project benefit realization process. Therefore, this hypothesis can also be proved with the outcome of correlation analysis. However in terms of the associated independent variables, the regression analysis will help in clarifying their roles and relationships also.

With the formula of F Critical and F Value (27.033), the df1 is 3 and df2 is 196 and hence the F critical is 2.65 which is lower than F Value and the null hypothesis can thus be rejected.

Also the fact that significance of the analysis is .000 shows a strong relationship between the dependent and independent variables. However, in terms of the coefficients table, only variable had a significant relationship with the dependent variable. It was observed that the need for adaptive and flexible project management model is crucial for ensuring project success.

5 CONCLUSIONS

5.1 Study Process

From our earlier discussion, a thorough analysis was performed in order to interpret the primary data collected and also pursue the research objectives and proved the hypothesis of the study. However, valuable secondary information in the literature review section has also been presented. Noting the fact the research topic offers a wide scope for analysis, the internal factors of project management has been selected to interpret and analyze the research from. This also allowed understanding the root causes of the issues faced by project teams in context of project benefit realization. Interpretation of the data was performed by aligning the findings of the primary data with the literature review of the research. This helped in understanding and identifying any gaps that may exist in the previous studies and also contradictions in the current paper. Therefore, it can be noted the use of quantitative method and descriptive design has been justified in the research.

5.2 Recommendations

In the light of our discussion, we have observed that project model selection and appropriate management and governance can enhance and influence the benefit realization process of a project. Hence the first recommendation for project managers and project management teams is to clarify the context for all the stakeholders of the project, communicate the goals to the governing bodies and the project team and the client base, and also ensure that the project goals are achievable and not impractical. These few factors are the fundamental rules to be followed in order to understand the capability of the project team and also make appropriate claims for project benefits and outcomes. Another important factor identified in the study was regarding human errors in project decision making, although the primary data analysis showed that there is no direct relationship between both these variables, it is quite evident that human errors can hamper a project process or its outcome which will eventually reduce the ability to realize the potential benefits of the project. Therefore, it can be recommended that the project managers and other decision makers should focus on making rationalized

decisions based on calculations and experience rather than making intuitive decisions that are not supported by the facts or the condition/capability of the project team.

In terms of project model selection, as observed in the regression analysis that having an adaptive and flexible project model is helpful for ensuring better project outcomes and it also allows the project team to adjust to unforeseen changes or risks in the project operation process. Therefore having a customized project management model should always be flexible in nature to accommodate changes, risks and uncertainties. Nevertheless, the model should also have some specific rules which can provide specific guidelines to the project team members.

5.3 Conclusion

We have observed that often projects fail to complete their assigned tasks within the given time or do not attain the quality outlined in the project specifications, which does not fulfil the goals of the project and does not benefit realization process of project. Some scholars identified that often project benefits are considered to end with the projects themselves and as a result long term considerations are not made in the project decision making process. Considering these factors, the decision has been taken to evaluate and purse this research from the perspective of the root causes that hampers benefit realization or project failure. It was also noted that project model selection and project management and governance had a direct relationship and influence on the potential project benefit realization process whereas resource allocation and human errors in project decision making were closely related with each other. Hence, the above made recommendations have been devised on the basis of the findings of this research.

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