THE ROLE OF RISK MANAGEMENT IN THE SUCCESSFUL COMPLETION OF CAPITAL PROJECTS IN KENYA: A CASE OF WORLD VISION KENYA

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A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE IN BACHELOR OF MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA.

SEPTEMBER, 2018
DECLARATION

Declaration by the Student
This research project is my original work and has not been presented for a degree in any other University.

Sign: ______________ Date: ______________________

Gladys Kuria
BML/14/00573/2/2016

Declaration by the Supervisor
This research project has been submitted for examination with my approval as University Supervisor.

Sign: ______________ Date: ______________________

Isabella Sile
The Management University of Africa
DEDICATION

I sincerely dedicate this Research to my entire family members my husband Clement Kuria and our children Mary Wavoro and Eugene Njoroge for their encouragement and support both financially and morally. I love you all and God’s love for you shall endure forever.
ACKNOWLEDGEMENT

I humbly acknowledge God the father for the gift of grace and ability he has granted me to fully concentrate in my studies, for his divine wisdom that he gave me to carry on throughout this study. I appreciate that the success of this study has been largely due to the concentration efforts and cooperation of many people whom I owe a lot of gratitude. I am duly and deeply indebted to my research supervisor Isabella Sile for her positive criticism and dedicating her time and attention to enable me come up with this research project and the Management University of Africa for the support and service they have contributed towards my studies in the institution.
ABSTRACT

The purpose of this study was to exploit the role of risk management in successful completion of capital projects in Kenya with reference to capital projects in World Vision Kenya. The study was to find out how cost estimation, managerial skills, communication and planning act as some of the challenges. The managers of institutions and the students will also benefit when laying down their foundation and operations that will see where they should improve in their capital projects. It also helps the students to lay a foundation from where other research studies can be studied out by other researchers. The target population size of 360 employees was targeted from which a sample size of 90 of the entire target population formed the sample size of the study. A stratified random sampling technique was used since it gave an equal chance for each element to be chosen. The research adopted a descriptive research design. The data was collected mainly from primary sources namely interview schedules and administering questionnaires. The research used open-end and closed end questions in carrying out the research. The data analysis procedure applied both qualitative and quantitative techniques that involved descriptive statistical methods namely: percentages and frequencies. The data was presented using graphs, pie charts and table diagrams respectively depending on the techniques. According to the analysis 85% responded to the questionnaires while 15% did not respond this indicated that majority of the population responded. The respondents said that the unsuccessful completion of capital projects is caused by inaccurate estimates due to inexperience; lack of knowledge, or simply a sloppy estimate, an inaccurate final estimate of the cost.
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### Abbreviations and Acronyms

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<th>Description</th>
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<tr>
<td>BML</td>
<td>Bachelor of Management and Leadership</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<tr>
<td>IFC</td>
<td>International Finance Corporation</td>
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<tr>
<td>MUA</td>
<td>Management University of Africa</td>
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<tr>
<td>NRB</td>
<td>Nairobi</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Co-Operation and Development</td>
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<tr>
<td>WASH</td>
<td>Water, Sanitation &amp; Hygiene</td>
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OPERATION DEFINITION OF TERMS

Communication

Communication is any act by which a person gives or receives from the person information about the person's needs, desires, perceptions, knowledge or emotional states. Communication can be intentional or not, it can involve conventional or unconventional signals, it can take linguistic or non-linguistic forms and can take place through language or other ways (de Valenzuela, 1992).

Cost Estimation

This is the approximation of the cost of a program, project or operation. The estimated cost is the product of the cost estimation process. The cost calculation has a unique total value and can have identifiable component values. A problem with cost overruns can be avoided with a reliable, accurate and reliable cost calculation. (Sagar Sarangi, 2011)

Managerial Skills

This is the ability to make business decisions and lead subordinates within a company. Three most common skills include: human skills which is the ability to interact and motivate; technical skills - the knowledge and proficiency in the trade; and conceptual skills - the ability to understand concepts, develop ideas and implement strategies (Katz, 2002)

Planning

This is a basic function of capital projects that involves the formulation of one or more detailed plans to achieve an optimal balance of needs or demands with available resources. The planning process identifies the objectives or objectives to be achieved, formulates strategies to achieve them, organizes or creates the necessary means and implements, directs and supervises all the steps in their correct sequence (Minnesota, 2015)
CHAPTER ONE
INTRODUCTION

1.0 Introduction
This chapter contains the background of the study, the affirmation of the problem, the objectives of the study, the research questions, the importance of the study, the limits of the study and the purpose of the study.

1.1 Background of the Study
Consistent with Kloppenborg (2002) stated that chance control as a method for identifying, assessing, and prioritizing risks of various kinds. Once the risks are identified, the risk manager will create a plan to minimize or get rid of the impact of poor occasions. Depending on the type of risk there are several types of strategies available to manage them. There are three commons types of categories of risks and these include; personal (people assets), property (material assets), and liability (legal issues). Both personal and property can be affected by liability. Liability includes such issues like errors and omissions, wrongful discharge, workplace violence, sexual harassment, and last but not least, what has become the biggest legal issue to plague the business community, third-party liability. The issue of third-party liability brought about the security expert witness.

Risks are generally perceived negatively, but in reality they are only events or circumstances that could occur and, if they did, would influence the original plan or scope of the digitization project. They certainly have the potential to negatively affect the project, but they can also influence the project in a positive way if planned, answered and managed correctly. The "constructive suggestion" is perhaps an example of a risk that can be beneficial and harmful. It is useful, since it can lead to a significant improvement in the functionality of the final product, but at the same time it is harmful because it has a high demand for resources (Cleland, 2006).

According to Cleland (2002) he stated that big capital tasks are inherently unstable. In addition to the significant investment at stake, organizations also put their reputations on the line when they take on a major, multi-year, capital-intensive project. Given the increased volatility in the marketplace and transparency when things go wrong – it is harder than ever to evaluate. But to create long term value and transform market
position, they remain a critical success factor for organizations globally. In fact, such projects are proliferating. According to estimates by the employer for monetary cooperation and improvement (OECD), until 2030, the combined annual financing needs of telecommunications, roads, railways, electricity and water infrastructures are likely to average two, 5 Percentage of gross domestic product (GDP). If investments in energy and energy-related infrastructure are covered by oil, gasoline and coal, the annual GDP ratio is increased to the third round. Five per capita.

The fee and accessibility of financing, the problems of partnerships with contractors and/or joint mission members, potential hard work unrest, and the proliferation of guidelines associated with health, safety and environmental topics all growth the risk profile of essential capital projects (King, 2004). Effective risk management practices can add substantial value in assessing; measuring and monitoring the inherent risks of large-scale, capital-intensive projects, helping companies make better decisions in choosing the right projects and in completing them without “fatal” disruptions. The first key element of capital project risk management is a strong governance structure. Strong governance is crucial regardless of the stage of investment, size of the project or complexity of the financing structure. It drives accountability at the operational level, and, at the management level, it allows accurate comparison and integration of risks in the process of making large investment decisions (Culp, 2012).

1.1.1Profile of World Vision Kenya

World vision and prescient is a Christian relief, improvement and advocacy corporation dedicated to running with youngsters, families and communities to triumph over poverty and injustice. World vision commenced its operations in Kenya in 1974 and currently presents wish and help to kids and communities in 35 of the forty seven counties in Kenya. Motived with the aid of god’s love, we serve alongside the terrible and oppressed that specialize in those who are most inclined, irrespective of someone’s religion, race, ethnicity or gender. We are devoted to the well-being of kids. By 2015, World Vision Kenya’s strategic aim is to contribute to the elevated properly-being of two million inclined youngsters via facilitating empowerment and transformation of households and communities to tackle the basis causes of poverty.

1.2 Statement of the Problem
Risk management is the process of identifying, analyzing and accepting or mitigating uncertainty in making investment decisions. Basically, hazard control occurs every time an investor or fund manager analyzes and tries to quantify the potential for losses in an funding after which takes the correct movement (or inactiveness) given their investment targets and chance tolerance. Inadequate threat control can bring about intense outcomes for organizations as well as people. Hazard control is a -step manner - figuring out what risks exist in an investment and then coping with the ones risks in a manner excellent-applicable in your investment goals. Threat control happens anywhere within the economic international.

According to Sayles (1998), at the same time as capital initiatives have constantly worried huge expenses with often lengthy payback periods, those structural dynamics are growing assignment complexity. Groups are assignment larger and more complex initiatives in new geographies, operating with new partners and the usage of new technologies. All of these elements upload complexity and chance to already hard undertakings. The problem this project seeks to resolve is to evaluate structures required to facilitate success in capital project team implementation whilst staying sensitive to the diversity of persons involved in the project. Therefore, there is fear that the capital projects may collapse due to inadequacies of risk management in successful completion of this projects in Kenya.

1.3 Objectives
The general objective of the study will be to determine the role of risk management in the successful completion of capital projects in Kenya with reference to capital projects in World Vision Kenya.
1.3.1 Specific Objectives
The specific objectives of the study was guided by the following;

i. To determine how cost estimation affects successful completion of capital projects in Kenya.

ii. To assess the effects of managerial skills on successful completion of capital projects in Kenya.

iii. To evaluate how communication affects successful completion of capital projects in Kenya.

iv. To establish how planning influence successful completion of capital projects in Kenya.

1.4 Research Questions

i. How does cost estimation affect successful completion of capital projects in Kenya?

ii. How does managerial skill affect successful completion of capital projects in Kenya?

iii. How does communication affect successful completion of capital projects in Kenya?

iv. How does planning affect successful completion of capital projects in Kenya?

1.5 Significance of the Study

1.5.1 Research
The study is important to the management of capital projects in World Vision Kenya. It will provide insights to the management about risk management and the various ways that the firms can improve risk management among its employees so as to ensure success of their projects.

1.5.2 Policy
Existing capital project managers can use this study as a benchmark to help improve risk management among their programmers. Consequently they will streamline some of the areas considered to have problems in their own firms.

1.5.3 Practice
The research study is of great importance to other researchers who shall carry out research on different issues by showing them the procedures to follow hence come up with better results in their research.

1.6 Scope
The researcher will duly concentrate on the role of risk management in successful completion of capital projects in Kenya with specific reference to World Vision Kenya. The organization has its head offices situated along Karen Road, off Ngong Road, at Nairobi. The research study will be undertaken within the period of two months that from August to September 2018. The target population will be from project planning department and will be 360 employees from the organization where a sample size of 90 respondents representing 25% of the target population will be chosen. The study will cover three departments, top level management, and middle level and support staff.

Risks are commonly perceived in a poor manner however in reality they may be merely occasions or situations that would occur and in the event that they did, might have an effect on the unique plan or scope of the digitization undertaking Beneficial in that it is able to result in a good sized development in the capability of the give up product, but on the equal time negative in that it has a heavy demand on useful resource.

1.7 Chapter summary
The chapter entails background of the study, statement of the problem, objectives: - specific objectives which are effects of; cost estimation, managerial skills, communication and planning, research questions, justification of the role of risk management in the successful completion of capital projects in Kenya and lastly it entails scope of the role of risk management in the successful completion of capital projects in Kenya.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter contains information on the review of theoretical literature, review of critical or analytical literature, summary and gaps to be filled and finally the conceptual framework.

2.1 Theoretical Literature Review

The purpose of this chapter is to identify the theoretical point of the role of risk management and to give an overview of successful completion of capital projects. It starts firstly by examining a range of theories with which the research is concerned. Particular attention will be paid to discourse analyses of development and theories about development alternatives. In addition, the chapter will provide basic information about risk management, its activities, and discuss the relevance of these various theoretical approaches to successful completion of capital projects.

2.1.1 Portfolio Theory

Portfolio Theory Turned into evolved inside the Nineteen Fifties through the early 1970s and turned into took into consideration a vital increase in organizations control. Seeing that then, many theoretical and practical criticisms had been leveled in opposition to it. These encompass the fact that business enterprise returns do not comply with a Gaussian distribution or certainly any symmetric distribution, and people correlations between asset training (Zwikael & (Ahn, 2011). Portfolio theory of assignment investment which tries to maximize portfolio expected return for a given quantity of portfolio danger, or equivalently limit danger for a given stage of anticipated go back, by means of cautiously choosing the proportions of the mission (Hamimah, 2008) portfolio theory is a mathematical formula of the concept of diversification in making an investment, with the aim of selecting a collection of funding undertaking that has collectively lower hazard than any character mission. A set of both styles of undertaking gadgets can therefore have lower common risk than either individually. Diversification on the other hand lowers danger even supposing projects returns are not negatively correlated indeed, even if they are definitely correlated (Ritchie & Bridley, 2005).
Greater technically, portfolio theory models challenge performance as a generally disbursed such that it defines undertaking hazard as the same old deviation of task goal and model portfolio as a weighted combination of project in order that the achieved fulfillment of a portfolio is the weighted aggregate of the venture performance. By means of combining extraordinary mission devices whose returns aren't flawlessly definitely correlated, portfolio idea seeks to lessen the total variance of the portfolio return. Portfolio concept also assumes that buyers are rational and markets are efficient (Sharpe, 2004). Undertaking chance analysis and control (pram) version has been in use for many years. A selection of pram tactics had been developed to degree the impact of concealed technical, financial, political, managerial or even social dangers and to undertake the best risk approach to decrease the loss due to the ones risks (Bannerman, 2008). Pram has now been officially integrated into assignment control body of expertise (PMBOK) and APM has a selected interest institution this is actively concerned with the development of theoretical and realistic pram. (Simister, 2010) suggests that there's some proof that interest within the use of pram is growing.

2.1.2 Utility Theory
The utility theory describes the change in the tolerance for risk as the amount at stake. The decision maker is faced with a choice between two contradicting choices. The two contrasting cases of characteristic of application, this is the feature of a selection maker with an aversion to danger (Kaplinski, 2013). Reaction to risk depends on the views of damage of loss or benefits of gains. Reaction to outcome depends on the original expectation. Immature groups are seeking for absolute truth whilst mature companies anticipate with a purpose to manage dangers and make right provisions (Weaver, 2007). Risk planning will not change many aspects of what will actually happen, but key is preparing for the most likely eventuality and reacting

2.2 Empirical Literature Review
Empirical Literature Review entails observed and measured occurrences or facts and draws data from concrete experience instead of from theory or belief. (Cahoy, 2017)

2.2.1 Cost Estimation
According to Belassi (1996) said that cost estimation is a set of activities done to approximately estimate resources and duration needed to complete a project. These activities includes estimating project size, effort required, developing preliminary project schedules and finally bundle all them up together to calculate overall cost of
the project. If inaccurate estimates made due to inexperience, lack of knowledge, or simply a sloppy estimate, an inaccurate final estimate will result. In other words, garbage in, garbage out: Project managers should take cost estimates seriously if they want to complete software projects within budget limits. After developing a good list of resource requirements, project managers and their software development teams must develop different estimates of the costs of these resources. There are several tools and techniques available to get a good estimate of costs. Software development project managers should prepare different types of cost estimates for most projects. Three basic types of estimates include an approximate order of magnitude or ROM, a budget estimate, and a final estimate.

A difficult estimate of the order of magnitude provides an estimate of the way a great deal an assignment will price. It can also be called approximate estimation, approximate estimation, and swag or tune width. This sort of estimate is made inside the early tiers of a software program development venture, or even before a challenge is officially launched. Undertaking managers and senior managers use this type of esteem to assist make selections about assignment choice (Rowe, 1992). The time period for this sort of estimate is commonly three or more years before the cease of the software challenge. The approximate accuracy of estimates of the order of value is normally much less than twenty-five percentage or seventy-five percentage of the project's real very last cost. In some cases, software improvement challenge managers will robotically double estimates of software program development tasks because of a records of cost overruns in records technology-based totally projects.

In line with Sayles (1998), many one of a kind strategies have been attempted to restore this inaccuracy, along with interest bases fee, gadget exertions costing, technique costing, effective hour price costing, existence cycle costing, and generation accounting. All of these methods have not unusual weaknesses. None of these techniques isolates the definition of the cost of the product from the definition of the overall performance of the human capital projects. A budgetary estimate is used to allocate cash into an organizational price range. Many groups develop budgets at the least years into the destiny. Budgetary estimates are made one to 2 years previous to the software program challenge crowning glory. The accuracy of budgetary estimates
is commonly ten percentages underneath to 20-5 percent above the actual final cost of the venture.

A definitive estimate provides an accurate estimate of assignment fees. Definitive estimates are used for making many purchasing selections for which correct estimates are required and for estimating very last software program improvement task charges. As an example, if a software program development assignment involves the purchase of fifty copies of a compiler suite from an outdoor issuer within the subsequent 2 months, a definitive estimate would be required to resource in comparing provider proposals and allocating the price range to pay the chosen provider. Definitive estimates are made 365 days or less prior to the software program improvement project of entirety. A definitive estimate need to be the most accurate of the 3 varieties of estimates. The accuracy of this sort of estimate is usually five percentages underneath to 10 percent above the actual final value of the task. The number and type of value estimates vary via application vicinity. Estimates are normally executed at diverse tiers of a software program improvement mission and need to emerge as greater correct as time progresses (Dukerich, 2002).

Fisher (2011) pressured that during growing value estimates, it's also critical to provide assisting info for the estimates. The supporting details encompass the floor guidelines and assumptions used in creating the estimate, a description of the software program improvement challenge used as a basis for the estimate, and details on the cost estimation gear and techniques used to create the estimate. Those helping info should make it easier to prepare an up to date estimate or similar estimate as vital. A fee control plan is a file that describes how the business enterprise will control price variances at the assignment. As an example, if a definitive price estimate presents the basis for comparing dealer fee proposals for all or part of a software improvement undertaking, the price management plan describes the way to respond to proposals which can be higher or decrease than the estimates. A few organizations count on that a cost proposal inside ten percentage of the estimate is appropriate and handiest negotiate items which can be great than ten percent higher or twenty percent lower than the estimated costs. The cost management plan is part of the overall software development project plan. A large percentage of the total software development project costs are often labor costs. Many businesses estimate the wide variety of humans or
hours they want by means of department or skill over the existence cycle of a software development project.

Developing a good cost estimate is difficult. There are numerous gear and strategies to be had to help in creating them. Four of the commonly used tools and techniques are analogous cost estimating, bottom-up estimating, parametric modeling, and using computerized tools. Analogous estimates are sometimes referred to as top-down estimates. Analogous estimates use the real fee of a preceding, comparable software improvement task as the premise for estimating the fee of the modern-day software development project. The technique requires a fair quantity of professional judgment and is less costly than the alternative strategies (Jiang, 2002). However, this method is likewise less correct. Analogous estimates are most reliable whilst preceding software program development projects are comparable in fact, no longer just in look. Groups preparing cost estimates must have the necessary expertise to determine whether certain parts of the software development venture can be extra or less pricey than analogous projects. If the software improvement task to be predicted involves a brand new programming language, or working with a brand new form of computer hardware or network, the analogous estimate technique may result in too low of an estimate.

Klein (2002) stated that bottom-up estimates contain estimating character paintings objects or activities and summing them up to get a software program improvement mission overall. That is once in a while known as interest based costing. The dimensions of the individual paintings items and the revel in of the estimators pressure the accuracy of the estimates. If an in depth paintings breakdown structure is available for a software development project, the project manager could have each individual responsible for a work package develops their own cost estimate for that work package. The project manager would then add all of the cost estimates to create cost estimates for each higher level work breakdown structure item and finally for the entire software development project. Using smaller work items increases the accuracy of the cost estimate because the individuals assigned to complete the work broaden the fee estimate in preference to a person who is unusual with the venture. The downside with backside-up estimates is that they may be typically time-intensive and consequently high-priced to broaden.
According to Morris (2001), parametric modeling makes use of software development project traits in a mathematical model to estimate project costs. A parametric model might provide an estimate of fifty dollars per line of software code based totally at the programming language the challenge is the use of, the extent of know-how of the programmers Code based totally at the programming language the challenge is the use of, the extent of know-how of the programmers, and the size and complexity of the data involved. Parametric fashions are most dependable whilst the ancient data that became used to create the version is correct, the parameters are without difficulty quantifiable, and the model is flexible in phrases of the size of the software development project.

One of the popular parametric models is the Constructive Cost Model, which is used for estimating software development costs based on parameters such as the source lines of code, or function points. Function points are technology-independent assessments of functions involved in developing a system. For example, the number of inputs and outputs, the number of files maintained and the number of updates are examples of function points. The number of function points can then be used to determine the Source Lines of Code, which is a developer Written line of code that isn't always a blank line or a comment. Automated gear, such as spreadsheets and software program improvement undertaking planning software program, can make running with distinct cost estimates and value estimate ration tools easier written line of code that isn't always a blank line or a comment. Automated gear, such as spreadsheets and software program improvement undertaking planning software program, can make running with distinct cost estimates and value estimate ration tools easier (Havard Business Review, 2007).

A budgetary estimate is used to allocate cash into an organization's finances. Many companies increase budgets as a minimum years into the destiny. Budgetary estimates are made one to two years previous to the software program venture crowning glory. The accuracy of budgetary estimates is usually ten percent beneath to twenty-five percent above the real very last price of the assignment. In modern world the use of resources must be carefully allocated for the biggest benefit to society. A good way to make rational choices with regards to civil works or engineering projects, the selection makers need to be capable of weigh within the typical value, along with advantages
and ability detrimental consequences (Krahn, 2004). It's far important to understand the cost of a project before starting implementing it in order to ensure that the client or the municipality will have enough resources to complete the project. Experienced consultants are often employed to deal with rigorous calculations that are involved in a major project. An experienced estimator will understand that a good cost estimate will also include such items as the right of way and the environmental concerns that the client may have overlooked.

Hough (2002) attests that, prior to implementation of a major project, the client must be sure that proper rights of way are in order. Not having a right of way can have a major financial impact on a project. Due to extremely high cost of land acquisition, an estimator must consider the potential cost that will be incurred. Another potentially important factor to consider when making an estimate is the reluctance of rights-of-way to be sold by owners. This may cause the issue to escalate into courts with expensive legal battles. Environmental costs can be a major variable to a construction project. When taking into account the environmental costs, an estimator must consider the potential of facing contaminated soil or encroachment on a territory of a protected species. At times environmental costs can be so great that they may exceed the overall cost of the project. An estimator must be knowledgeable on the environmental regulations of local jurisdictions when making an estimate. Therefore knowing how a project will be affected by environmental issues is extremely important to overall success of the project.

2.2.2 Managerial Skills
Management skills refer to the mechanism used to coordinate activities and facilitate process within the organization. However, these management skills have been transferred to managing projects and have been successful to date. These systems include organization structure and culture, planning, personnel, administrative procedures, risk management, conflict management and reporting. Control is a system of achieving employer dreams via coordinated performance of five specific capabilities: planning, enterprise, staffing, directing and controlling (Rickards, 2001).

To carry out management capabilities and anticipate a couple of roles, managers must be skilled. Three managerial skills are essential to successful project management: technical, human, and conceptual. Technical skill includes process or technique
information and skill ability. Managers use the procedures, strategies and gear of a particular place. Human ability entails the ability to interact efficiently with people. Managers interact and cooperate with personnel. Conceptual talent entails the components of ideas. Managers apprehend abstract relationships, develop ideas, and resolve troubles creatively. Consequently, technical skill offers with things, human talent worries human beings, and conceptual skill has to do with ideas. Managerial skills are based on core competencies. skills such as Leadership, judgment, teamwork, performance Control, honesty, integrity, and so forth, whereas hard skills are very project oriented items which include keyboarding capabilities, ringing human beings up on the check in, facilities protection, and many others. When you have strong gentle abilities, specifically inside the areas of management, judgment, and overall performance management, you have a strong foundation for being a great manager (Samson, 2004).

Hence, the better the planning and management in a project or projects, the better the organization of its activities consequently affecting the sustainability of capital projects either positively or negatively. Governance refers to the leadership and direction of the group. Leadership involves articulation and maintaining the group’s vision and mission which is shared by all the group members in all aspects of the project activities. This is achieved when the group members work together with the management to articulate for the success of the project. The capital initiatives are controlled by way of the committees elected by the mission proprietors in international locations, towns or even various groups (Clarke, 1999).

According to Baccarani (1999), In the course of program implementation, numerous reviews are finished to establish the path of progress and discover discrepancies. In so doing conceptual skills are very crucial because they demonstrate the managers’ ability to analyze and diagnose a situation and be able determine the cause of the problem and the effect to the project success. These skills relate to the managers mental ability to coordinate and interpret all the organization’s interest and abilities. The ability of the manager to see the policies and processes that negatively affect the project execution i.e. planning and organizing require high level conceptual skills which will allow him mitigate this issues. The solution is to determine what the areas of weaknesses are and develop a plan to deal with the challenges and execute the solutions developed. When
you spend the time to recognize a weak point as long as it is not in a core place for the unique enterprise, it often can be compensated for without a number of time, attempt or money.

Maximum development tasks spend so plenty time dealing with the "alligators" e.g. lack of specific skills, poor leadership, lack of resources that are snapping at their rear end and It is tough to understand the steps vital to reap your long-time period goals. A plan area calls for one to look "past the weeds" occasionally; and a plan can often alert you to inconsistencies that want to be managed e.g. Lack of capital or other sources essential to fund the increase projected. Once recognized you are in a role to higher manage the proscribing thing. Poor procedures are a constant challenge for a project, trying to manage with limited resources. Most project owners do not recognize that the strategies in region for coping with the initiatives want to be well designed to reduce the occurrence of mistakes. Blunders correction is usually an important waste of time and specially management time. Appropriate tactics with a little effort and time invested up the front will generally pay massive dividends in time and value financial savings on an ongoing basis, ignoring dangers of their evaluation of options and possibilities (Archibald, 1996).

According to Krahn (2004), many marketers ignore danger of their evaluation of options and possibilities. A venture is ready taking controlled dangers and, one can't insure against or avoid a risk that is if one is in business or running a project. However in my experience, When they have chosen a direction of movement, pause to consciously think about methods to manipulate the hazard and determine tactics or steps have a 2d person evaluation something to reduce the hazard of blunders. Solutions can be as simple as assigning the duty to a current supervisor with a requirement to look at for the apparent pitfalls, to hiring a person part-time or a consultant. The solutions are often obvious if one spends a bit time making plans and assigning obligation. And sure, it's miles greater often powerful to assign that duty to yourself as then you definitely recognize that you need to cope with the issues in preference to expecting a trouble to end up an actual hassle. Lack of facts about what is working, and what isn't always operating, within the assignment can be an issue too.

Often projects do no longer measure their consequences and when something particular problems causes a blip (wonderful or poor) in consequences they do not
know what has brought on the achievement or hassle. Frequently, this is as easy as "diarizing" to observe-up on an trouble so that it does now not get forgotten or having a 2d individual opinions something to reduce the risk of blunders. In Programs, organizations, firms etc what makes a good manager Is the use of powerful management competencies consisting of spending 50 percent or more of their time listening cautiously. Notable managers understand that some of the best management qualities entail being attentive to others with undivided interest. The capability to stay calm and on top of things, in particular while absolutely everyone around them is wondering whether it’s the proper decision or if it turned into a mistake to decide to a specific path of action. While you exude self-belief in yourself, in the selection, and in the humans round you, you instill the identical feelings and attitudes in others (Pinto, 2012).

2.2.3 Communication
Communication is the process of conveying to others and receiving from them information, ideas, feelings, and beliefs. The process is vital to human interaction. Communication skills affect one’s ability to understand others, to establish relationship, and perform in most situations. The ability to communicate skillfully, therefore, directly affects your business or organization’s success. Secondly, Communication is commonest thing people do. It is like eating and breathing. Everyone can do it and everyone does it that is, the educated and uneducated, the rich and the not so rich, the young and the old and all with reasonable success. Consequently, capital project primarily based managers must understand a way to communicate higher in order to effect modifications in their exceptional fields of operations (Hartman, 2004).

Conversation is without a doubt the act of transferring facts from one region to some other, whether this be vocally the usage of voice written the use of printed or virtual media which includes books, magazines, websites or emails) visually (the usage of emblems, maps, charts or graphs) or non-verbally the usage of body language, gestures or tone and pitch of voice. How nicely this information may be transmitted and obtained is a measure of ways true our verbal exchange talents are.

(Murphy, 1999), stated that verbal exchange talent is to proportion, that is, sharing of information, thoughts, studying and writing abilities. If any of them cannot be done
well, there might be a verbal exchange hole. In fact, powerful communication competencies facilitate a hit human relationships. In other words, human conduct and social relationships are the end result of the procedure of communicate. Whether we are listening, talking, or thinking, we are engaged in some form of communication. Thus man’s mind is always in a state of communication. It's far obvious that the manner of communicate involves the coder, the code and the decoder, this is, the sender of the message, followed by means of the reaction or feedback of the receiver. In brief, all kinds of verbal exchange are aim-directed.

The time period ‘language’ which has come from the Latin phrase, ‘lingua’ which means the tongue, is a powerful manner of conversation. Of path, one can also communicate via other means, together with, gestures, facial expressions, drawings and pics, but language is the primary and simplest effective means of conversation in human interplay, that is, private and intrapersonal relationships. It can be mentioned that verbal exchange is a bigger canvas that's each verbal and non-verbal but language is only verbal. However, language gives man a completely unique popularity in nature as a paragon of species whilst communication offers him a completely unique place within the society. As a consequence communication affords guy an exclusive ability by using language. Growing your conversation skills can help all aspects of your lifestyles, out of your expert life to social gatherings and the whole lot in among. The potential with a view to communicate facts as it should be, certainly and as intended, is an important existence talent and something that ought to not be unnoticed. It’s by no means too overdue to work to your communication talents and with the aid of doing so improve you’re satisfactory of lifestyles (Rockatt, 1978).

Communication is a vital tool of management “favorable dealings with outside company contacts and effective relationship within an organization depend upon communication.” Without timely communication of accurate information, management cannot effectively conduct its function of organizing, directing, controlling and coordinating the activities of the organization nor can it maintain its external relationship. Also, Communication is not through speaking only. It is also through listening, reading and writing. All the methods of communication are used in most organizations and companies. Listening as a method of communication is our primary means of gathering information. Listening must therefore be used within the
improvement of organizations because it complements success and sustainability in the whole organization, (De Wit, 1986).

According to Chandler (1998), a success capital venture manager have to be an extremely good communicator. Project planning Communication is a skill that is never perfected, it can always be improved and is pivotal in being able to initiate and mobilize a project effectively. Communication and leadership go hand in hand. Communication is not only talking to the troops, and telling them what you expect of them, it goes much deeper. Successful project Communication is ready being there for all of us, being in contact with the actual challenges of the mission, expertise the real troubles inside the team who need to deliver the venture as well as information the issues of the sponsors who the group supplies the venture for. Being present, seen and attractive with all and sundry is critical at some stage in the coolest times and the hard instances. For the growth of small scale entrepreneurs, the concerned parties should have communication with their customers and also within the business. This will lead to the business having no problem to communicate and create good relationship externally since charity begins at home. The business should ensure that it communicates timely and has accurate information relating to the product they sell and get feedback from the customers. This leads to sustained growth of the business.

Today, people in developed countries live in a world were communication is instantaneous. Competition is high because entry into the market is relatively easy. This rapid change has a positive effect to those who can adapt to it fast e.g. in firms, organizations, projects, governance etc. The systems, structures, strategies, expertise culture etc, once put in place will play a big role in how communication will benefit different initiatives. Having a successful profits generating projects is decided by how quick verbal exchange from the gamers within the marketplace informs project proprietors on the wishes or gaps in market (Freeman, 1992).

According to Hough (2002), to have a constant prevailing and a hit capital venture or business enterprise, communication is a primary subject matter and a pivot in order to facilitate negations, resolutions, interviews and so forth to make sure fulfillment in a certain region, community city and so forth. Clear communication will be required when giving performance feedback to the project owners, organization heads, other stakeholders etc. When dealing with the youth in different projects and organizations,
informal communication is best suited because it doesn’t have many hierarchal needs or stringent chains of command. It emphasizes on links that have grown out of relationships between project owners, casuals, NGO’s, Government arms. Most of this has little or no correlation with the formal organization chart. This style works faster and results in more production.

Effective communication helps in accomplishing tasks relating to specific roles and responsibilities. These will in-turn help in ensuring that the individual maintains organizational standards, upkeep of policy, system or policies that support each day continuous operations in the projects assigned to them. This will ensure that messages are directed at the proper people developing morale pleasure and success (Ammeter, 2002).

2.2.4 Planning

According to Tukel (1996), the important thing to a success undertaking is inside the planning. Developing a challenge plan is the primary missions you ought to do whilst project any project. Regularly undertaking planning is overlooked in prefer of having on with the paintings. But, many human beings fail to comprehend the cost of a challenge plan in saving time, cash and for avoiding many other problems. The purpose of Project Planning Phase is to identify and document the Scope, enterprise necessities, responsibilities, schedules, expenses, risk, great, and staffing needs. This section consists of all the activities essential for the task office to set up the undertaking staffing, venture infrastructure and stakeholder duty, along with all the project planning plans, which includes the best tiers of pre-making plans documentation for the comply with-on phases. This phase regularly executes in parallel with the acquisition existence cycle. A 'mission' does no longer always need to be called a 'mission' so as for venture planning strategies to be very useful in its planning and implementation. Even the smallest challenge can enjoy the use of a nicely-chosen project planning method or tool, in particular inside the planning stage. Any challenge that calls for a few practice to reap a successful final results so that you can in all likelihood be done higher via using some venture making plans strategies somewhere in the process. Project planning strategies can help in the planning and handling of all sorts of duties, in particular complicated sports.
Venture making plans is mainly related to making plans and coping with trade in an enterprise, however a mission also can be something unrelated to business - even a domestic situation, inclusive of transferring a house, or making plans a wedding. Challenge making plans strategies and gear can consequently be beneficial some distance greater extensively than human beings anticipate. Venture making plans techniques and venture making plans gear are beneficial for any obligations wherein exclusive effects are viable - wherein dangers of issues and screw ups exist - and so require making plans and assessing alternatives, and organizing activities and resources to deliver a success result. Projects can be of various shapes and sizes, from the small and straightforward to extraordinarily big and fantastically complicated. In agencies and groups, assignment planning can be worried with anything, mainly introducing or changing matters, in any region or function (Jiang, 2002). Commonly and earlier than the formal establishment of the task, the "phrases of reference" of the assignment are produced or at the least written on an essential degree by means of a "task sponsor" or "responsible supervisor" (of the challenge). Frequently, for the challenge to be justified, accepted and funded at the company degree, earlier than the detailed planning of the task starts off evolved, an preliminary standard description of the high-stage project (basically a "commercial enterprise case") is needed. The project manager, generally specified by using the "venture sponsor" or the "accountable executive", can be involved in numerous tiers inside the drafting of the preliminary description of the organization challenge or business case (Baker, 2011).

It isn't always unusual for a venture supervisor to first be unofficially appointed to the mission planning role, pending company approval of the task itself and the formal appointment of the venture manager. The mission sponsor is often a greater senior manager or government than the challenge manager, despite the fact that no longer always the 'boss' or senior up-line supervisor to which the task supervisor generally reviews. All good sized tasks commonly require a formal and senior 'task sponsor' or 'executive in rate', even though minor initiatives forming a part of a supervisor's traditional responsibilities, and not requiring specific board or corporate approval, won't require a 'project sponsor' as such, wherein case executive duty for the
undertaking and the challenge manager belongs to the ordinary up-line reporting manager/govt.

Cleland (2006) emphasize that; normally, the mission manager must speak with others (especially with the sponsor of the challenge), after which he accepts the specification of the distinctive design with the superiors and / or the applicable government. The specification can also involve numerous drafts previously agreed. An assignment specification is essential as it creates a measurable responsibility for each person who wishes at any time to assess what the task will be or its success in the final touch. Venture reference phrases also offer a discipline and a crucial structure to keep the challenge on the right track and engage with the agreed objectives and original parameters. A well-formulated and agreed challenge specification also protects the project manager from being held back by problems that do not fall within the true scope of the project or after the challenge manager's control.

This is the ability to agree on unique situations or exceptions with those authorized. As soon as you have published the terms of reference, you will have created a set of completely corporate expectations with the help of which you will be evaluated. So when you have a problem or need to renegotiate, now is the time to do it. Larger tasks may take several weeks to provide and agree on the project's terms of reference (Klein, 2002). However, maximum normal business activities require a few days of questions and queries to provide an appropriate allocation specification. Organizing and agreeing on a specific risk is an essential way, even if your job is easy.

According to De Wit (1986), one to plan the various degrees and activities of the mission. Where possible mare (and definitely when needed) contains a crew inside of the manufacturing plans. A useful advice is to push back the paintings from the intention to stop, decipher all the issues that must be put into practice and perform, in reverse order. In addition, since the beginning of the venture, use the brainstorming (pointing out ideas and random points, with a team), to help acquire factors and problems and explore innovations and thoughts. Fishbone diagrams are also beneficial for the brainstorming and the identification of causal elements that possibly will be forgotten in any other case. For complicated projects, or no holds experience in the problems, involve others in the brainstorming system. Thereafter, if the problem lies
within the correct order and organize the relationships and hyperlinks between fall problems. Complicated tasks can hold a series of activities walking in parallel. Some parts of the task will want to complete different parts of the business before they can begin or develop. These "interdependent" components of an enterprise require careful and careful planning. Some projects would require a feasibility stage before the entire detailed floor. Style diagrams and assessment flowcharts crucial to the crucial child for using certain special plans, enabling scheduling, costing and budgeting and other financial planning and reporting.

There is also a fundamental part of the extractive planning ethic on triplication. I take first level care, especially if they imposed the participants of the team with the help of the company. Elegance and commitment of the participants of the first level team, whether or not, contractors, providers, specialists or other companions, is important for the friendship of the company and for the ease with which it is used to manipulate it. For general, I mean to establish your group as soon as possible (Sayles, 1998). Identify or designate one or two human included and the course of the sentences of the reference stage is viable from time to time. The anticipated appointment of the crew maximizes their ownership and purchase for the task, and maximizes that they can make a contribution. However, be very careful to designate people before they are positive as regards the area, and it does not matter that you have dedicated to the impression in terms that are clan understood and adequate. There is no way of imagining that your friends are here to see the videos and opinions of their customers. Some of the most valuable members of the group are casual counselors, mentors, helpers, who need nothing other than to be concerned and some words of thanks. The planning of the rates with a month of December is the moment when there is a solitary area: women are always at ease with their eyes.

To design and manipulate large complex activities with various parallel and consolidated activities, it is necessary to prepare a "critical path evaluation" and a spreadsheet in MS Excel or equivalent. The analysis of the vital direction will show the order in which the duties and the relative importance of the obligations must be satisfied. Some features may seem small and insignificant, while they can really be very influential in allowing much larger activities to continue or provide exceptional
results. (Burton E. Swanson, 2001) A Gantt chart is a useful way to show blocks of activity over time and at a given cost and to manage the business and its charges along the way (Richman, 2002). Different company planning software’s are available, much of which are useful, but before trying them, it is better to understand and concentrate on developing the pure Project planning skills, which are described in this process.

According to Richards (2010), the making plans section starts off evolved when the venture has been officially accepted and funded, and the task charter is authorized. This Phase requires study and analysis culminating in the full Project Management Plan and that may lead to system development activities. Acquisition activities are performed, if necessary, to obtain contractor support. The project work is damaged down into specific duties and sub-tasks, such as the identity of venture deliverables and task of allotted sources to every undertaking. Control documents relating to that effort are also produced. The degree of project management rigor that is to be applied to the project is determined and milestones are established. Specific plans for management and governance of the project are established and documented to guide ongoing project execution and control. The Planning Phase ends with a formal review during which the adequacy of the Project Management Plan is determined. In the planning phase, sufficient requirements detail is required to support the development of the project's Project Management Plan and permit outside validation of this deliverable. Mission making plans is a part of mission control, which pertains to the use of schedules along with Gantt charts to devise and sooner or later report development inside the undertaking surroundings.

To begin with, the purpose of the enterprise is described and the appropriate strategies for completing the business are decided. After this step, the intervals for the various important responsibilities for completing the paintings are indexed and grouped into a parts subdivision structure. Project planning is often used to organize different regions of a challenge, including activity plans, workloads and the control of groups and individuals. Logical dependencies between functions are described using a hobby network diagram that identifies the important route. Activity planning is inherently insecure because it has to end before the mission has really started. As a result, the
bond period is often predicted through a weighted average of optimistic, normal and pessimistic cases (Cleland, 2006).

According to Duckerich (2002), the critical chain approach adds "buffers" within planning to anticipate delays in the ability to perform tasks. The float or float time within the schedule can be calculated using the allocation control software. Then, you can view important resources and assign each activity's prices for each activity, providing the total value of the activity. At this stage, the schedule of commitments can be optimized to achieve the precise stability between the use of the aid and the mission period to achieve the objectives of the mission. Once established and agreed, the risk scheme will become the so-called reference program. The development will be measured in relation to the reference calendar through the life styles of the mission. Analyzing the development against the reference agenda is called cost management. The inputs of the project planning phase include the establishment of the challenge and the proposal of the concept. The results of the mission planning segment cover the needs of the task, the risk agenda and the project management plan.

**Review of Critical Literature**

Project managers should take tariff estimates seriously if they want to complete the software program tasks within the price range limits. After developing a good list of resource needs, business managers and software improvement teams should increase different estimates of the fees of those resources. There are several tools and strategies available to make a cost estimate (Chandler, 1998). This type of estimate is completed in the early stages of a software development project, or perhaps before a project is formally launched. Project managers and senior management use this type of estimate to help make selection selections of the allocation. The time period for this type of estimate is typically three years or earlier successful completion of the capital project. Therefore the cost estimation is upheld since the authors failed to show how it affects successful completion of capital projects.

According to Samson (2004), lack of proper management skills specific to the organization or running project. It is a problem that could be very difficult to manage in most companies or initiatives, as the size of the management group is always limited. These weaknesses can be in finance, human resources, advertising, or any other environment where cutting-edge administration now has no knowledge or time to
deal with problems. Therefore, it becomes very difficult to remedy the problems that are faced in the process of successful completion of capital projects.

A successful person in charge of capital must be an incredible communicator! The declaration of work plans is a talent that is in no way perfected, it can always be improved and it is essential to be able to provoke and mobilize a company correctly. Communication and management move hand in hand. A successful communication is ready for everyone, being in touch with the company's real challenges, information on the real problems within the team that must provide the mission and knowledge of the problems of the sponsors to which the group provides the project. (Project Management Institute, 2013)

According to De Wit (1986) Strategies and the challenge planning team can, therefore, be much more useful than humans expect. Risk creation strategies and equipment are useful for any obligation where the distinctive consequences are feasible (where there are risks of failure and problems) and require the preparation of plans and assessments and the organization of sports and resources to achieve a positive final result. Tasks can be of different styles and sizes, from small and direct to extraordinarily large and clearly complicated. In companies and agencies, business planning can be involved in something, especially when introducing or changing problems, in any place or function. For a project to be successful there is need for many factors to be put into consideration hence the author gave the techniques to the possible outcomes therefore, planning is upheld.

2.3 Summary and Research Gaps

It is important to know the cost of a project before starting implementing it in order to ensure that the client or the municipality will have enough resources to complete the project. Experienced consultants are often employed to deal with rigorous calculations that are involved in a major project. An experienced estimator will understand that a good cost estimate will also include such items as the right of way and the environmental concerns that the client may have overlooked. (Wileys et al, 2012)

Hence, the better the planning and management in a project or projects, the better the organization of its activities consequently affecting the sustainability of capital projects either positively or negatively. Governance refers to the leadership and direction of the
group. Leadership involves articulation and maintaining the group’s vision and mission which is shared by all the group members in all aspect of the project activities. This is achieved when the group members work together with the management to articulate for the success of the project. (Christenson, 2004)

Usually it is important to discuss with others (mainly the sponsor of the challenge) after which they agree to specify the specific task with the superiors and / or the competent authorities throughout the planning section. The specification can also contain multiple drafts sooner than agreed. A commitment specification is crucial as it creates measurable responsibilities for anyone who wishes at any time to evaluate how the activity is progressing or its fulfillment in its entirety. Venture reference phrases also provide important discipline and framework to preserve the ongoing challenge and concern for originally agreed objectives and parameters (wileys, et al., 2012). Project planning methods are very useful in its planning and implementation of capital projects. Even the smallest company can benefit from the use of a well-chosen approach or allocation plan tool, particularly in the planning phase (Staff, 2016). Most likely any project that requires little preparation to achieve a positive result for you will be completed higher using some business planning techniques somewhere within the technique. Challenge planning methods can help you plan and manage all types of tasks, especially complex tasks (Watt).

2.4 Conceptual Framework

Figure 0.1 Conceptual framework

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Estimation</td>
<td>Successful Completion of Capital Projects in Kenya</td>
</tr>
<tr>
<td>Managerial Skills</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author (2018)

2.5 Operationalization of Variables

Table 0.1 Operationalization of Variables
### Variables Indicators Measurements

<table>
<thead>
<tr>
<th>Cost Estimation</th>
<th>• Credibility</th>
<th>• Open-ended questions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Reliability</td>
<td>• Measurement of scale very large extend – very small extend.</td>
</tr>
<tr>
<td></td>
<td>• Accuracy</td>
<td></td>
</tr>
</tbody>
</table>

| Managerial Skills     | • Human Skills                               | • Open-ended questions                        |
|                       | • Technical Skills                           | • Measurement of scale very large extend – very small extend. |
|                       | • Conceptual Competency                      |                                              |

| Communication         | • Linguistic or non-Linguistic paperwork     | • Open-ended questions                        |
|                       | • Conventional or unconventional            | • Measurement of scale very large extend – very small extend. |

| Planning              | • Implementation                            | • Open-ended questions                        |
|                       | • Directions                                 | • Measurement of scale very large extend – very small extend. |
|                       | • Monitoring                                 |                                              |

### 2.6 Chapter summary

This chapter entails: theoretical literature review and empirical literature review of cost estimation, managerial skills, communication and there role in successful completion of capital projects in Kenya, this chapter further covered summary and research gaps, conceptual framework and operationalization of variables in which the study will entail.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
This chapter explains the methodology the researcher used when collecting data; undertaking study design, selection of the target population, sample design, data collection procedures and data analysis methods.

3.1 Research Design
The researcher used descriptive research design in carrying out the study. Design was preferred because it was a question of answering questions such as who, what, what, when and how much of Kothari (2004). A descriptive study is not limited to factual results, but can often lead to the formulation of important principles and solutions to the knowledge of a significant problem. A descriptive study was carefully designed to ensure a complete description of the situation, making sure there was minimum bias in the collection of data and to reduce errors in interpreting the data that was collected.

3.2 Target Population
Schindulers (2003), defined the target population as the entire set of individual’s area of objects with some not unusual characteristics to which the researcher wants to generalize the end result of the observe. In line with Kothari (2004), goal populace is a customary set of observations of all contributors of real or hypothetical set of humans, activities or objects to which an investigator needs to generalize the end result. In this research the targeted population that was considered was 360 employees where it covered the top management, middle management and support staff within the organization.

Table 0.1 Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management</td>
<td>28</td>
<td>8</td>
</tr>
<tr>
<td>Middle level management</td>
<td>64</td>
<td>18</td>
</tr>
<tr>
<td>Support staff</td>
<td>268</td>
<td>74</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>360</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)
3.3 Sample and sampling technique

Stratified random sampling design was used in the study. Kombo and Tromps (2006) stress that it is about dividing their population into heterogeneous working groups and then taking a simple random sample in each subgroup. This method was appropriate because it ambled to represent not only the overall population but also the key subgroups of the population, this method was also better because it reduces prejudices to a minimum. The general procedure followed stratified the sample consisted of stratification of the population, defining a number of separate partitions using the sample size, and then the researcher combined the results to obtain the required stratified samples. The sample was then drawn from each stratum formed which a respondent was to be selected. According to Kothari (2004) size of sample refers to the number of items to be selected from the universe to constitute a sample. It is a major problem before a researcher. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. While deciding the size of sample, researcher determined the desired precision as also an acceptable confidence level for the estimate. The researcher then took a sample size of 90 representing 20% of the target population.

Table 0.2 Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level management</td>
<td>28</td>
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<td>Support staff</td>
<td>268</td>
<td>67</td>
<td>74</td>
</tr>
<tr>
<td>Total</td>
<td>360</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

3.4 Instruments

A questionnaire is a research instrument consisting of a set of questions or other types of prompts for obtaining statistically useful or personal information from respondents which is either printed or written and often with spaces for answers, (merriam, n.d.). A questionnaire was used to collect data from the respondents.
3.5 Pilot study
Pilot study is defined as taking the draft research plan and applying it in a neutral location that will not be used in the actual fieldwork, or collection of preliminary data in the actual location(s) from which data are to be collected (Bitso). This method allowed each respondent to receive the same set of questions in exactly the same way. Questionnaires yielded data more comparable than informative obtained through an interview.

3.5.1 Validity
Validity is the degree to which qualitative data can accurately gauge what the researcher is trying to measure. (Bitso) Specific questions were incorporated in the questionnaires which were aimed at capturing specific information from the respondents. These questionnaires were sent to the respondents to fill and send them back for evaluation. A pretest was also done on the questionnaires using a selected sample of respondents and the data acquired was evaluated. The pilot study was also undertaken to pretest the methods and tools of data collection.

3.5.2 Reliability test
Reliability is the degree to which the data obtained from an experiment, test, or measuring procedure produce the same results on repeated trials. (Merriam, n.d.) Developed questionnaires was sent to some selected sample of respondent from each sub – groups that is, Top level, middle and support staff and then the information acquired was evaluated to assess their reliability. The researcher identified that the questionnaires were reliable for the study and the information required could be accessed. The questionnaires were given out at random to respondents from each subgroup.

3.6 Data collection Procedure
The data collected by use of the various instruments was first edited to get the relevant data for the study. The edited data was then coded for easy classifications in order to facilitate tabulation.

3.7 Data analysis and presentation
The tabulated data was then analyzed quantitatively calculating various percentages where possible. Data collected was calculated by use of statistical inferences such as mean mode where applicable. Presentation of data was done in form of pie charts and
bar graphs only where it provided successful interpretation of the findings. Descriptive data was analyzed qualitatively and the results were provided in form of explanatory notes.

3.8 Ethical consideration

Anonymity
The participants were protected by anonymity where the researcher wasn’t to know the identity of the study participants. The best protection for people in a questionnaire study is anonymity. The participants were asked not to sign their names hence anonymity being guaranteed.

3.9 Chapter summary
This chapter entails: research design in which descriptive research design is explained, target population, sample and sampling technique, instruments, pilot study, validity reliability test, data collection procedures, data analysis and presentation and ethical consideration.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction
In this chapter the researcher carries out an analysis of data using both quantitative and qualitative methods. The analysis and interpretation of data is done by the help of analyzed tools such as graphs, pie charts and tables through judgment due to observations made.

4.1 Presentation of Research Findings
4.1.1 Response Rate

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return</td>
<td>34</td>
<td>85</td>
</tr>
<tr>
<td>Not Returned</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.1 Response Rate

Source: Author (2018)

Table 4.1 and figure 4.1 show that the analysis of response rate. Out of 40 questionnaires issued 34 were adequately answered and returned and this constituted to 85%. However 6 questionnaires were not returned and this was presented by 15%. Based on the findings, the number of questionnaire returned was considered definite to be used in the final analysis of the study.
4.1.2 Gender Analysis

Table 0.2 Gender of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>20</td>
<td>59</td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>41</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 0.2 Gender of the Respondents

Source: Author (2018)

The table 4.2 and figure 4.2 above represent the analysis of gender in this organization. Based on the analysis above, 59% of the total respondents were male while 41% of the total respondents were female. It can be concluded that majority of the respondents in this organization are male.
4.1.3 Age of the Respondents

Table 4.3 Age of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 to 25 years</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td>26 to 35 years</td>
<td>11</td>
<td>32</td>
</tr>
<tr>
<td>34 to 45 years</td>
<td>8</td>
<td>23</td>
</tr>
<tr>
<td>46 to 55 years</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td>Above 55 years</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 0.3 Age of the Respondents

Source: Author (2018)

Table 4.3 and Figure 4.3 above show the analysis of age of the respondents. Based on the findings above, 18% of the total respondents were between 18 to 25 years, 32% of them were between 26 to 35 years, and 23% of them were between 34 to 45 years and 18% of the total respondents between 46 to 55 years and above 55 years were at 9% percentage.
4.1.4 Highest Education Level of the Respondents

Table 4.4 Highest Education Level of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>8</td>
<td>23</td>
</tr>
<tr>
<td>Diploma</td>
<td>12</td>
<td>35</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>10</td>
<td>29</td>
</tr>
<tr>
<td>Post Graduates</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.4 Highest Education Level of the Respondents

Table 4.4 and figure 4.4 above show how the respondents relate to levels of education. The study findings indicate that 23% of the respondents were secondary school leavers, 35% were college graduates, while 29% were university graduates, 13% of the respondents were post graduates. This indicated that the majority of respondents were graduates from college and university; it indicated that most of the employees were learned meaning they can perform better in their roles therefore promoting proper and successful completion of capital projects in Kenya.
4.1.5 Numbers of Years in Service

Table 4.5 Numbers of Years in Service

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>8</td>
<td>24</td>
</tr>
<tr>
<td>6-10 years</td>
<td>6</td>
<td>17</td>
</tr>
<tr>
<td>11-15 years</td>
<td>10</td>
<td>29</td>
</tr>
<tr>
<td>16-20 years</td>
<td>7</td>
<td>21</td>
</tr>
<tr>
<td>Above 20 years</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.5 Numbers of Years in Service

Source: Author (2018)

The table 4.5 and figure 4.5 above shows that 24% of the respondents have working experience of less than 5 years, 17% have work experience of between 5-8 years, 29% have work experience between 9-13 years, 21% have work experience between 14-18 years and 9% of the respondents had worked for more than 18 years. It can be deducted from the findings that majority of employees have a working experience of 9-13 years at World vision.
4.1.6 Level of Management

Table 0.6 Level of Management

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Middle Level Manag.</td>
<td>6</td>
<td>17</td>
</tr>
<tr>
<td>Support Staff</td>
<td>25</td>
<td>74</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 0.6 Level of Management

Source: Author (2018)

From table 4.6 and figure 4.6 above, the results according to the level of management of the respondent’s shows that majority of the respondents were lower level management representative by 9% of the actual response, 17% of the respondents were middle level management and 74% of the respondents were top level management. This shows that majority of workers in World vision are at the support staffs.
4.1.7 Effects Cost Estimation on the Successful Completion of Capital Projects

Table 4.7 Whether Cost Estimation Affects Successful Completion of Capital Projects

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>24</td>
<td>71</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 0.7 Whether Cost Estimation Affects Successful Completion of Capital Projects

Source: Author (2018)

The table 4.7 and figure 4.7 is an analysis effect of cost estimation on the successful completion of capital projects in Kenya. The majority response of 71% indicated that cost estimation affects the successful completion of capital projects in Kenya. The organization has been striving to ensure that it maintains proper success of capital projects and 29% of the respondents indicate that cost estimation does not affect the successful completion of capital projects in Kenya.
4.1.8 Rating the Effects of Cost Estimation

Table 4.8 Rating the Effect of Cost Estimation on Successful Completion of Capital Projects

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High Extent</td>
<td>8</td>
<td>31</td>
</tr>
<tr>
<td>High Extent</td>
<td>7</td>
<td>25</td>
</tr>
<tr>
<td>No Extent</td>
<td>4</td>
<td>18</td>
</tr>
<tr>
<td>Low Extent</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Very Low Extent</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>24</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.8 Rating the Effect of Cost Estimation on Successful Completion of Capital Projects

The table 4.8 and figure 4.8 above indicate the rating extent which cost estimation affects the successful completion of capital projects in Kenya. The majority response rated the effect of cost estimation to be very high extent, 25% at high extent, 18% at no extent, 15% at low extent and 11% at very low extent. Based on the analysis, it was clear that cost estimation affects completion of capital projects at very high extent.
4.1.9 Effects of Managerial Skills on the Successful Completion of Capital Projects

Table 0.9 Whether Managerial Skills Affects Successful Completion of Capital Projects

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>28</td>
<td>82</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 0.9 Whether Managerial Skills Affects Successful Completion of Capital Projects

Source: Author (2018)

Table 4.9 and figure 4.9 shows that analysis of findings sought to establish the effects of managerial skills contribution towards the successful completion of capital projects in Kenya. From the findings above 82% of the total respondents indicated managerial skills greatly affects the successful completion of capital projects in Kenya, while 18% said that it does not affect.
4.1.10 Rating the Effects of Managerial Skills

Table 0.10 Rating the Effects of Managerial Skills on the Successful Completion of Capital Projects

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High Extent</td>
<td>10</td>
<td>36</td>
</tr>
<tr>
<td>High Extent</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>No Extent</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>Low Extent</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>Very Low Extent</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 0.10 Rating the Effects of Managerial Skills on the Successful Completion of Capital Projects

Source: Author (2018)

Table 4.10 and figure 4.10 the respondents rating on the extent that managerial skills, the findings showed 36% of the respondents agreed that managerial skills affects at a very high extent, 27% of the respondents at high extent, 16% at no extent 13% at low extent and 8% indicated that it have a very low effect. Based on the analysis it was clear that managerial skills affect the successful completion of capital projects in Kenya.
4.1.11 Effects of Communication on the Successful Completion of Capital Projects

Table 4.11 Whether Communication Affects the Successful Completion of Capital Projects

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>25</td>
<td>74</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

The above table 4.11 and Figure 4.11 indicate the response got on the analysis of whether communication affects risk management in the successful completion of capital projects in Kenya. The response of 74% indicated that communication affects successful completion of capital projects in Kenya while 26% indicated that it does not affect the successful completion of capital projects in Kenya.
4.1.12 Rating the Effects of Communication

Table 4.12 Rating the Effect of Communication on Successful Completion of Capital Projects

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High Extent</td>
<td>6</td>
<td>22</td>
</tr>
<tr>
<td>High Extent</td>
<td>9</td>
<td>35</td>
</tr>
<tr>
<td>No Extent</td>
<td>6</td>
<td>22</td>
</tr>
<tr>
<td>Low Extent</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Very Low Extent</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2018)*

Figure 4.12 Rating the Effect of Communication on Successful Completion of Capital Projects

Source: Author (2018)

The above table 4.12 and figure 4.12 indicates the response got on the rate of effect of communication in the organization. The response of the 22% indicated a very high extent, while 35% indicated a high extent, 22% indicated a low extent effect, 12% at low extent and 9% at very low extent. From the above conclusion it can be concluded that communication has a high effect on the successful completion of capital projects in Kenya.
4.1.13 Effects of Planning on Successful Completion of Capital Projects

Table 0.13 Whether Planning Affects the Successful Completion of Capital Projects

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>22</td>
<td>65</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

According to both table 4.13 and figure 4.13 represents, 65% of the respondents said that planning affects successful completion of capital projects in Kenya. On the other hand, 35% of the respondents indicated that planning did not have any effect on successful completion of capital projects in Kenya. This study revealed that the World Vision is affected by poor planning which affects the successful completion of capital projects in Kenya.
4.1.14 Rating the Effects of Planning

Table 4.14 Rating the Effects of Planning on the Successful Completion of Capital Projects

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High Extent</td>
<td>7</td>
<td>32</td>
</tr>
<tr>
<td>High Extent</td>
<td>5</td>
<td>21</td>
</tr>
<tr>
<td>No Extent</td>
<td>6</td>
<td>25</td>
</tr>
<tr>
<td>Low Extent</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>Very Low Extent</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.14 Rating the Effects of Planning on the Successful Completion of Capital Projects

According to both table 4.14 and figure 4.14 represents, 32% of the respondents said that planning affected successful completion of capital projects in Kenya at a very high extent, 21% of the respondents said that it affected at high extent affect successful completion of capital projects in Kenya, while 25% of the respondents said that planning affected successful completion of capital projects in Kenya at no extent 13% of the respondents said that planning affected successful completion of capital projects in Kenya at low extent and 9% at very low extent.
4.2 Summary of Data Analysis

4.2.1 General Information
According to the analysis 85% responded to the questionnaires while 15% did not respond this indicated that majority of the population responded. On the gender category 59% of the response was from male respondent and 41% was from female respondents. The majorities 18% were between 18 to 25 years, 32% of the respondents were between 26 to 35 years, and 23% were between the age of 34 to 45 years and there was 18% response from the category were between 46 to 55 years and above 55 years was represented by 9% of the respondents. The minority of the respondents was certificate level of education at 23%, diploma level was 35%, undergraduate which were represented by 29%, and post graduates was 13% of the respondents. The length of employees in services 24% had worked there for less than 5 years, 17% were had worked for 6-10 years, 29% had worked for 11-15 years and 21% had worked for 16-20 years and finally 9 % had worked there for more than 20 years. The responses indicated that 9% of the respondents were at senior managers, 17% were at middle level management and 74% were at lower level management.

4.2.2 Cost Estimation
The majority response of 78% indicated that the cost estimation affected affects successful completion of capital projects in World Vision while 22% indicated that it does not affect the successful completion of capital projects in Kenya. The organization has been striving to ensure that proper successful completion of capital projects is maintained and cost estimation management systems from within experts which make the organization achieve good and reliable performance of the capital projects.

4.2.3 Managerial Skills
According to the majority of the respondents 82% managerial skills affects successful completion of capital projects in World Vision while the remaining 18% of the respondents indicated that managerial skills does not affect successful completion of capital projects in World Vision. The evaluation indicates that the organization management does not give the right channel that for the organization to successfully complete its capital projects.
4.2.4 Communication
Based on the analysis of the respondents, with 74% of the total respondents indicated that communication affects successful completion of capital projects in World Vision. With 26% of the total respondents indicated that communication does not affect successful completion of capital projects in World Vision. Majority agreed that communication affects successful completion of capital projects in World Vision.

4.2.5 Planning
The majority response of 65% indicated that planning affects successful completion of capital projects in World Vision. On the other hand, 35% indicated that planning does not affect successful completion of capital projects in World Vision. They also supported that planning should be maintained in embracing the successful completion of capital projects in Kenya.

4.3 Limitation of the study
4.3.1 Confidentiality
Respondents might not have disclosed the information due to the nature of the questions. Some of the remaining respondents might not have been willing to spare time for the interview. Secondly, it was difficult to convince the respondents that whatever discussed would remain confidential and even when published identities of the respondents were not to be revealed. The researcher assured the respondents that the facts will be held confidential.

4.3.2 Uncooperative Respondents
Some respondents might not have been inclined to cooperate because of their busy schedule that they would project at the time whilst the researcher expected them to fill the questionnaire. To overcome the limitation, the researcher had to visit the management earlier so as to be given a convenient time, which allowed data collection.
4.4 Chapter summary

This chapter entails the outcome or the findings of the data collected, presentation of the data which was done using tables and charts and limitation of the findings. The findings were then interpreted and further compassion of how the results or the findings related to what the empirical literature reviewed.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction
This chapter summarizes, discusses and makes conclusions on the findings of this study in relation to the objectives put forward in chapter one. It also discusses the recommendations for further research as well as recommendations for policy and practice.

5.1 Summary of Findings

From the study analysis it was noted that cost estimation does affect successful completion of capital projects in Kenya. The majority response rated the effect of cost estimation to be very high extent, 25% at high extent, 18% at no extent, 15% at low extent and 11% at very low extent. Based on the analysis, it was clear that cost estimation affects completion of capital projects at very high extent.

From the views of the respondents, majority of the respondents indicated by respondents who said the findings showed 36% of the respondents agreed that managerial skills affects at a very high extent, 27% of the respondents at high extent, 16% at no extent 13% at low extent and 8% indicated that it have a very low effect. Based on the analysis it was clear that managerial skills affect the successful completion of capital projects in Kenya at a very high extent.

The communication that is required should be obtained by each and every project officer in the organization to ensure that the capital projects in Kenya are successfully introduced and implemented and performs better. Analysis shows that; majority of respondents indicated that managerial skills affect the organization. This was represented by 29% who indicated very high extent, 35% low extent, 24% of the respondents indicated that communication affects successful completion of capital projects in Kenya extent while 11% of the respondents indicated a low extent.

Most of the respondents indicated the rating of the extent at planning effects at a very 32% of the respondents said that planning affected successful completion of capital projects in Kenya at a very high extent, 21% of the respondents said that it affected at high extent affect successful completion of capital projects in Kenya, while 25% of the respondents said that planning affected successful completion of capital projects
in Kenya at no extent 13% of the respondents said that planning affected successful completion of capital projects in Kenya at low extent and 9% at very low extent.

5.2 Recommendation

Project managers should take cost estimates seriously if they want to complete capital projects within budget constraints. After developing a good resource requirements list, project managers and their capital development teams must develop several estimates of the costs for these resources. There are several different tools and techniques available for accomplishing good cost estimation. Project managers and upper level management should use this type of estimate to help make project selection decisions. To perform management functions and assume multiple roles, managers should be skilled. Three managerial skills are essential to successful project management: Technical, human, and conceptual. Technical skill involves process or technique knowledge and proficiency. Human skill involves the ability to interact effectively with people. Conceptual skill involves the formulation of ideas. Managers should understand abstract relationships, develop ideas, and solve problems creatively.

A successful capital project manager should be a great communicator, communication is a skill that is never perfected, it can always be improved and is pivotal in being able to initiate and mobilize a project effectively. Communication and leadership go hand in hand. Communication is not only talking to the troops, and telling them what the managers expect of them, it goes much deeper. Successful project communication is about being there for everyone, being in touch with the real challenges of the project, understanding the real issues within the team who must deliver the project as well as understanding the issues of the sponsors who the team delivers the project for.

Project planning methods and tools can therefore are useful far more widely than people assume. Project planning techniques and project planning tools are useful for any tasks in which different outcomes are possible where risks of problems and failures exist and so require planning and assessing options, and organizing activities and resources to deliver a successful result. Projects can be of various shapes and sizes, from the small and straightforward to extremely large and highly complex. In organizations and businesses, Project planning can be concerned with anything, particularly introducing or changing things, in any area or function.
5.3 Conclusion
The respondents said that the unsuccessful completion of capital projects is caused by inaccurate estimates due to inexperience; lack of knowledge, or simply a sloppy estimate, an inaccurate final estimate of the cost. Thus cost estimation affects successful completion of capital projects in Kenya. From the analysis, the respondents said that management skills have not been transferred to managing projects and have not been successful to date. These systems include organization structure and culture, planning, personnel, administrative procedures, risk management, conflict management and reporting. A project is about taking managed risks and, one cannot insure against or avoid a risk that is if one is in business or running a project. From the analysis the respondents said that the organizations is affected by poor communication which drags behind organizational standards, maintenance of policy, procedure or regulations that support daily continuous operations in the projects assigned to every member of the organization. The respondents said that often project planning is ignored in favor of getting on with the work. However, many people fail to realize the value of a project plan in saving time, money and for avoiding many other problems. The managers of the project fail to know the purpose of project planning phase is to identify and document the scope, business requirements, tasks, schedules, costs, risk, quality, and staffing needs.

5.4 Suggestion for Further Study
There is need for further research in other organization especially in the county governments to determine the risk management in the successful completion of capital projects in Kenya. On the other hand studies need to be carried out on other areas like on performance of project management in completion of capital projects in Kenya. This study is not conclusive but it opens for further research in these particular areas in order to come up with appropriate solutions for role of risk management in the successful completion of capital projects in Kenya.
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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Gladys Kuria,
P.O Box 42722- 00100,
Nairobi, Kenya,
20th November, 2018.

The Human Resource Manager,
World Vision Kenya,
P.O Box 50816- 00200,Nairobi, Kenya
Dear Sir/Madam,

REQUEST FOR RESPONSE TO QUESTIONNAIRE

I am a student of Management and Leadership of The Management University of
Africa., Nairobi, School of Management and Leadership undertaking a research on the
topic “The Role of Risk Management in the Successful Completion of Capital Projects
in Kenya: A Case of World Vision Kenya”. I kindly request for your assistance in
providing sincere opinion or response to the questions contained in this questionnaire.
All information provided will be treated strictly as confidential and purely for
academic purpose. Looking forward to your favorable response.

Sincerely,
(Signature)
Gladys Kuria
APPENDIX II: QUESTIONNAIRE

For each of the question below, please tick in the space provided for the answer that describes your opinion

SECTION 1: GENERAL INFORMATION

1. Gender:
   Male {   }
   Female {   }

2. Age of the respondents
   18-25 years {   }
   26-35 years {   }
   34-45 years {   }
   46-55 years {   }
   Above 55 {   }

3. Highest Level of Education
   Secondary {   }
   College {   }
   University {   }
   Post graduates {   }

4. Length of Service at World Vision Kenya
   Less than 5 years {   }
   5-8 years {   }
   9-13 years {   }
   14-18 years {   }
   Above 18 years {   }

5. Respondent Category
   Senior Managers {   }
   Middle Level Management {   }
   Support Staff {   }

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SECTION B: COST ESTIMATION

6. Does cost estimation affect successful completion of capital projects in Kenya?
   Yes {  }
   No {  }

   Briefly explain
   __________________________________________________________
   __________________________________________________________

7. To what extent does cost estimation affect successful completion of capital projects in Kenya?
   Very large extent {  }
   Large extent {  }
   No extent {  }
   Small extent {  }
   Very small extent {  }

SECTION C: MANAGERIAL SKILLS

8. Does managerial skills affect successful completion of capital projects in Kenya?
   Yes {  }
   No {  }

   Briefly explain
   __________________________________________________________
   __________________________________________________________

9. To what extent does managerial skill affect successful completion of capital projects in Kenya?
   Very large extent {  }
   Large extent {  }
   No extent {  }
   Small extent {  }
   Very small extent {  }
SECTION D: COMMUNICATION

10. Does communication affect successful completion of capital projects in Kenya?

Yes {   }

No {   }

Briefly explain your answer in (a) above

__________________________________________________________________

11. To what extent does communication affect successful completion of capital projects in Kenya?

Very High Extent {   }

High Extent {   }

No extent {   }

Low Extent {   }

Very Low Extent {   }

SECTION E: PLANNING

12. Does planning affect successful completion of capital projects in Kenya?

Yes {   }

No {   }

Briefly explain

__________________________________________________________________

__________________________________________________________________

13. To what extent does planning affect successful completion of capital projects in Kenya?

Very large extent {   }

Large extent {   }

No extent {   }

Small extent {   }

Very small extent {   }

Thank you for your cooperation