

# PROJECT MANAGEMENT EFFECTIVENESS AS A CONSTRUCT

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Project management effectiveness is impacted by numerous internal and external operational variables. The construct of project management effectiveness was designed to assess the multiple dimensions and levels of projects. Common project variables that influence a wide variety of projects within organizations deserve closer examination. To measure a number of effectiveness constructs that are essential in the field of project management, a survey developed by J. Morrison and C. Brown (2004) was used to capture a holistic view of the processes and capabilities of managing projects. The initial results of the survey are presented. The research results will be further analyzed, interpreted, and presented in a subsequent manuscript.

Q1		Grouping / Filter Analysis	
<b>Projects consistently meet their cost targets.</b>			
Strongly Agree	10	7.14%	
	20	14.29%	
	<b>80</b>	<b>57.14%</b>	
	20	14.29%	
Strongly Disagree	10	7.14%	
<b>Total</b>	<b>140</b>		
Q2		Grouping / Filter Analysis	
<b>Projects consistently meet timeline targets.</b>			
Strongly Agree	11	7.86%	
	<b>56</b>	<b>40.00%</b>	
	41	29.29%	
	27	19.29%	
Strongly Disagree	5	3.57%	
<b>Total</b>	<b>140</b>		
Q3		Grouping / Filter Analysis	
<b>Projects consistently meet the required quality standards.</b>			
Strongly Agree	25	17.86%	
	<b>72</b>	<b>51.43%</b>	
	28	20.00%	
	10	7.14%	
Strongly Disagree	5	3.57%	
<b>Total</b>	<b>140</b>		
Q4		Grouping / Filter Analysis	
<b>Projects consistently meet their technical performance specifications.</b>			
Strongly Agree	31	22.14%	
	<b>68</b>	<b>48.57%</b>	
	20	14.29%	
	14	10.00%	
Strongly Disagree	7	5.00%	
<b>Total</b>	<b>140</b>		
Q5		Grouping / Filter Analysis	
<b>Clients or end-users are consistently satisfied with our projects deliverables.</b>			
Strongly Agree	33	23.57%	
	<b>57</b>	<b>40.71%</b>	
	28	20.00%	
	18	12.86%	
Strongly Disagree	4	2.86%	
<b>Total</b>	<b>140</b>		

Q6		Grouping / Filter Analysis	
<b>Clients speak positively about our project work.</b>			
Strongly Agree	28	20.00%	
	<b>54</b>	<b>38.57%</b>	
	35	25.00%	
	17	12.14%	
Strongly Disagree	6	4.29%	
<b>Total</b>	<b>140</b>		
Q7		Grouping / Filter Analysis	
<b>Project management creates a faster work flow in delivering new products.</b>			
Strongly Agree	<b>84</b>	<b>60.00%</b>	
	28	20.00%	
	19	13.57%	
	7	5.00%	
Strongly Disagree	2	1.43%	
<b>Total</b>	<b>140</b>		
Q8		Grouping / Filter Analysis	
<b>Project management improves the ability of the organization to use its human resources and specialists.</b>			
Strongly Agree	<b>88</b>	<b>62.86%</b>	
	37	26.43%	
	10	7.14%	
	4	2.86%	
Strongly Disagree	1	0.71%	
<b>Total</b>	<b>140</b>		
Q9		Grouping / Filter Analysis	
<b>Project management enhances the concurrent use of multi-functional inputs in new development work within your organization.</b>			
Strongly Agree	28	20.00%	
	<b>84</b>	<b>60.00%</b>	
	18	12.86%	
	8	5.71%	
Strongly Disagree	2	1.43%	
<b>Total</b>	<b>140</b>		
Q10		Grouping / Filter Analysis	
<b>Project management allows your organization to better respond to client demands.</b>			
Strongly Agree	52	37.14%	
	<b>54</b>	<b>38.57%</b>	
	22	15.71%	
	8	5.71%	
Strongly Disagree	4	2.86%	
<b>Total</b>	<b>140</b>		

Q11	Grouping / Filter Analysis	
<b>Project management allows the organization to better manage legitimate stakeholder demands.</b>		
Strongly Agree	<b>59</b>	<b>42.14%</b>
	54	38.57%
	22	15.71%
	5	3.57%
Strongly Disagree	0	0.00%
<b>Total</b>	<b>140</b>	
Q12	Grouping / Filter Analysis	
<b>Project management processes save top management from coordinating major new projects or developments.</b>		
Strongly Agree	5	3.57%
	<b>80</b>	<b>57.14%</b>
	50	35.71%
	5	3.57%
Strongly Disagree	0	0.00%
<b>Total</b>	<b>140</b>	
Q13	Grouping / Filter Analysis	
<b>Project goals are clearly defined at start-up.</b>		
Strongly Agree	10	7.14%
	24	17.14%
	28	20.00%
	<b>62</b>	<b>44.29%</b>
Strongly Disagree	16	11.43%
<b>Total</b>	<b>140</b>	
Q14	Grouping / Filter Analysis	
<b>Project goals are made clear to all participants.</b>		
Strongly Agree	28	20.00%
	28	20.00%
	<b>56</b>	<b>40.00%</b>
	20	14.29%
Strongly Disagree	8	5.71%
<b>Total</b>	<b>140</b>	
Q15	Grouping / Filter Analysis	
<b>Project participants are committed to the achievement of project goals.</b>		
Strongly Agree	<b>56</b>	<b>40.00%</b>
	28	20.00%
	28	20.00%
	27	19.29%
Strongly Disagree	1	0.71%
<b>Total</b>	<b>140</b>	

<b>Q16</b>		<b>Grouping / Filter Analysis</b>	
<b>Project team members take ownership of project goals.</b>			
Strongly Agree	26	18.57%	
	<b>82</b>	<b>58.57%</b>	
	25	17.86%	
	5	3.57%	
Strongly Disagree	2	1.43%	
<b>Total</b>	<b>140</b>		
<b>Q17</b>		<b>Grouping / Filter Analysis</b>	
<b>Team members actively participate in decision-making regarding the achievement of project goals.</b>			
Strongly Agree	25	17.86%	
	<b>65</b>	<b>46.43%</b>	
	23	16.43%	
	21	15.00%	
Strongly Disagree	6	4.29%	
<b>Total</b>	<b>140</b>		
<b>Q18</b>		<b>Grouping / Filter Analysis</b>	
<b>Based on facts or reliable information, project estimates and planning are developed in advance.</b>			
Strongly Agree	17	12.14%	
	24	17.14%	
	29	20.71%	
	<b>54</b>	<b>38.57%</b>	
Strongly Disagree	16	11.43%	
<b>Total</b>	<b>140</b>		
<b>Q19</b>		<b>Grouping / Filter Analysis</b>	
<b>It is customary to have formal reviews to learn from project failures and/or successes.</b>			
Strongly Agree	12	8.57%	
	27	19.29%	
	<b>58</b>	<b>41.43%</b>	
	34	24.29%	
Strongly Disagree	9	6.43%	
<b>Total</b>	<b>140</b>		
<b>Q20</b>		<b>Grouping / Filter Analysis</b>	
<b>There is an emphasis on up-front project homework and feasibility studies.</b>			
Strongly Agree	8	5.71%	
	20	14.29%	
	29	20.71%	
	<b>65</b>	<b>46.43%</b>	
Strongly Disagree	18	12.86%	
<b>Total</b>	<b>140</b>		

Q21		Grouping / Filter Analysis	
<b>Projects are continually reviewed to re-evaluate their viability and potential success.</b>			
Strongly Agree	20	14.29%	
	<b>68</b>	<b>48.57%</b>	
	32	22.86%	
	17	12.14%	
Strongly Disagree	3	2.14%	
<b>Total</b>	<b>140</b>		
Q22		Grouping / Filter Analysis	
<b>Care is taken to ensure that there is market or end-user support for the proposed project.</b>			
Strongly Agree	33	23.57%	
	<b>64</b>	<b>45.71%</b>	
	29	20.71%	
	9	6.43%	
Strongly Disagree	5	3.57%	
<b>Total</b>	<b>140</b>		
Q23		Grouping / Filter Analysis	
<b>Projects are subject to realistic deadlines and targets.</b>			
Strongly Agree	4	2.86%	
	13	9.29%	
	37	26.43%	
	<b>57</b>	<b>40.71%</b>	
Strongly Disagree	29	20.71%	
<b>Total</b>	<b>140</b>		
Q24		Grouping / Filter Analysis	
<b>Project priorities are changed frequently.</b>			
Strongly Agree	22	15.71%	
	43	30.71%	
	<b>57</b>	<b>40.71%</b>	
	10	7.14%	
Strongly Disagree	8	5.71%	
<b>Total</b>	<b>140</b>		
Q25		Grouping / Filter Analysis	
<b>Projects are terminated early or adapted when they are not meeting their initial expectations.</b>			
Strongly Agree	3	2.14%	
	18	12.86%	
	40	28.57%	
	<b>46</b>	<b>32.86%</b>	
Strongly Disagree	33	23.57%	
<b>Total</b>	<b>140</b>		

Q26		Grouping / Filter Analysis	
<b>Personal interest and political considerations dictate project decisions.</b>			
Strongly Agree	40		28.57%
	<b>52</b>		<b>37.14%</b>
	34		24.29%
	12		8.57%
Strongly Disagree	2		1.43%
<b>Total</b>	<b>140</b>		
Q27		Grouping / Filter Analysis	
<b>Project scope is comprehensively and adequately defined.</b>			
Strongly Agree	3		2.14%
	10		7.14%
	<b>59</b>		<b>42.14%</b>
	49		35.00%
Strongly Disagree	19		13.57%
<b>Total</b>	<b>140</b>		
Q28		Grouping / Filter Analysis	
<b>The organization has the ability to estimate and plan its projects with reasonable accuracy.</b>			
Strongly Agree	10		7.14%
	14		10.00%
	43		30.71%
	<b>60</b>		<b>42.86%</b>
Strongly Disagree	13		9.29%
<b>Total</b>	<b>140</b>		
Q29		Grouping / Filter Analysis	
<b>There is an adequate focus on managing project risks.</b>			
Strongly Agree	12		8.57%
	12		8.57%
	24		17.14%
	<b>52</b>		<b>37.14%</b>
Strongly Disagree	40		28.57%
<b>Total</b>	<b>140</b>		
Q30		Grouping / Filter Analysis	
<b>Project scope is changed only in a controlled manner.</b>			
Strongly Agree	6		4.29%
	18		12.86%
	26		18.57%
	<b>59</b>		<b>42.14%</b>
Strongly Disagree	31		22.14%
<b>Total</b>	<b>140</b>		

<b>Q31</b>		<b>Grouping / Filter Analysis</b>	
<b>The organization has a standardized and effective system for managing projects.</b>			
Strongly Agree	7	5.00%	
	24	17.14%	
	<b>55</b>	<b>39.29%</b>	
	38	27.14%	
Strongly Disagree	16	11.43%	
<b>Total</b>	<b>140</b>		
<b>Q32</b>		<b>Grouping / Filter Analysis</b>	
<b>Project participants generally understand the project management procedures applied in the organization.</b>			
Strongly Agree	6	4.29%	
	20	14.29%	
	<b>52</b>	<b>37.14%</b>	
	41	29.29%	
Strongly Disagree	21	15.00%	
<b>Total</b>	<b>140</b>		
<b>Q33</b>		<b>Grouping / Filter Analysis</b>	
<b>The organization has appropriate tools and systems to support the project management process.</b>			
Strongly Agree	9	6.43%	
	16	11.43%	
	38	27.14%	
	<b>48</b>	<b>34.29%</b>	
Strongly Disagree	29	20.71%	
<b>Total</b>	<b>140</b>		
<b>Q34</b>		<b>Grouping / Filter Analysis</b>	
<b>The project management process facilitates the implementation of projects with minimum start-up problems.</b>			
Strongly Agree	38	27.14%	
	<b>65</b>	<b>46.43%</b>	
	31	22.14%	
	5	3.57%	
Strongly Disagree	1	0.71%	
<b>Total</b>	<b>140</b>		

<b>Q35</b>	<b>Grouping / Filter Analysis</b>
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**Project participants generally believe in the project management procedures applied in the organization.**

Strongly Agree	5	3.57%
	17	12.14%
	<b>64</b>	<b>45.71%</b>
	36	25.71%
Strongly Disagree	18	12.86%
<b>Total</b>	<b>140</b>	

<b>Q36</b>	<b>Grouping / Filter Analysis</b>
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**Project management process involves strong monitoring and control over activities on an ongoing basis.**

Strongly Agree	37	26.43%
	<b>49</b>	<b>35.00%</b>
	31	22.14%
	16	11.43%
Strongly Disagree	7	5.00%
<b>Total</b>	<b>140</b>	

<b>Q37</b>	<b>Grouping / Filter Analysis</b>
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**Project managers are given the necessary authority to execute their responsibilities.**

Strongly Agree	6	4.29%
	20	14.29%
	32	22.86%
	<b>51</b>	<b>36.43%</b>
Strongly Disagree	31	22.14%
<b>Total</b>	<b>140</b>	

<b>Q38</b>	<b>Grouping / Filter Analysis</b>
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**Decision-making principles are clear.**

Strongly Agree	10	7.14%
	19	13.57%
	39	27.86%
	<b>48</b>	<b>34.29%</b>
Strongly Disagree	24	17.14%
<b>Total</b>	<b>140</b>	

<b>Q39</b>	<b>Grouping / Filter Analysis</b>
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**Project team members understand their project responsibilities.**

Strongly Agree	7	5.00%
	19	13.57%
	<b>53</b>	<b>37.86%</b>
	45	32.14%
Strongly Disagree	16	11.43%
<b>Total</b>	<b>140</b>	

Q40		Grouping / Filter Analysis	
<b>Project managers are held accountable for meeting their responsibilities.</b>			
Strongly Agree	45	32.14%	
	<b>68</b>	<b>48.57%</b>	
	18	12.86%	
	6	4.29%	
Strongly Disagree	3	2.14%	
<b>Total</b>	<b>140</b>		
Q41		Grouping / Filter Analysis	
<b>Project teams are generally effectively structured and mobilized.</b>			
Strongly Agree	18	12.86%	
	25	17.86%	
	39	27.86%	
	<b>46</b>	<b>32.86%</b>	
Strongly Disagree	12	8.57%	
<b>Total</b>	<b>140</b>		
Q42		Grouping / Filter Analysis	
<b>Decision-making is smooth and efficient.</b>			
Strongly Agree	15	10.71%	
	26	18.57%	
	39	27.86%	
	<b>48</b>	<b>34.29%</b>	
Strongly Disagree	12	8.57%	
<b>Total</b>	<b>140</b>		
Q43		Grouping / Filter Analysis	
<b>The organization is committed to providing the agreed upon resources.</b>			
Strongly Agree	27	19.29%	
	<b>60</b>	<b>42.86%</b>	
	34	24.29%	
	12	8.57%	
Strongly Disagree	7	5.00%	
<b>Total</b>	<b>140</b>		
Q44		Grouping / Filter Analysis	
<b>The organization makes adequate provision for project funding.</b>			
Strongly Agree	24	17.14%	
	<b>56</b>	<b>40.00%</b>	
	35	25.00%	
	18	12.86%	
Strongly Disagree	7	5.00%	
<b>Total</b>	<b>140</b>		

<b>Q45</b>	<b>Grouping / Filter Analysis</b>
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**Project managers are adequately empowered to access the required resources for their projects.**

Strongly Agree	6	4.29%
	20	14.29%
	32	22.86%
	<b>54</b>	<b>38.57%</b>
Strongly Disagree	28	20.00%
<b>Total</b>	<b>140</b>	

<b>Q46</b>	<b>Grouping / Filter Analysis</b>
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**The availability of resources are taken into account when deciding upon projects and setting priorities.**

Strongly Agree	9	6.43%
	34	24.29%
	<b>57</b>	<b>40.71%</b>
	27	19.29%
Strongly Disagree	13	9.29%
<b>Total</b>	<b>140</b>	

<b>Q47</b>	<b>Grouping / Filter Analysis</b>
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**Project managers can normally rely on the work output of organizational resources.**

Strongly Agree	16	11.43%
	22	15.71%
	<b>59</b>	<b>42.14%</b>
	27	19.29%
Strongly Disagree	16	11.43%
<b>Total</b>	<b>140</b>	

<b>Q48</b>	<b>Grouping / Filter Analysis</b>
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**People from different departments in the organization work together well on project teams.**

Strongly Agree	8	5.71%
	19	13.57%
	27	19.29%
	<b>52</b>	<b>37.14%</b>
Strongly Disagree	34	24.29%
<b>Total</b>	<b>140</b>	

<b>Q49</b>	<b>Grouping / Filter Analysis</b>
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**Top management has an understanding of what project management entails.**

Strongly Agree	16	11.43%
	27	19.29%
	36	25.71%
	<b>43</b>	<b>30.71%</b>
Strongly Disagree	18	12.86%
<b>Total</b>	<b>140</b>	

<b>Q50</b>	<b>Grouping / Filter Analysis</b>
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**Top management takes an active interest in projects and give support when necessary.**

Strongly Agree	15	10.71%
	25	17.86%
	41	29.29%
	<b>45</b>	<b>32.14%</b>
Strongly Disagree	14	10.00%
<b>Total</b>	<b>140</b>	

<b>Q51</b>	<b>Grouping / Filter Analysis</b>
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**Top management ensures that project priorities are well-defined and are subscribed to by the entire organization.**

Strongly Agree	18	12.86%
	21	15.00%
	29	20.71%
	<b>59</b>	<b>42.14%</b>
Strongly Disagree	13	9.29%
<b>Total</b>	<b>140</b>	

<b>Q52</b>	<b>Grouping / Filter Analysis</b>
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**Projects are seriously affected by conflict existing between departments.**

Strongly Agree	25	17.86%
	<b>68</b>	<b>48.57%</b>
	29	20.71%
	14	10.00%
Strongly Disagree	4	2.86%
<b>Total</b>	<b>140</b>	

<b>Q53</b>	<b>Grouping / Filter Analysis</b>
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**Project work is supported by the entire organization.**

Strongly Agree	9	6.43%
	16	11.43%
	28	20.00%
	<b>58</b>	<b>41.43%</b>
Strongly Disagree	29	20.71%
<b>Total</b>	<b>140</b>	

<b>Q54</b>	<b>Grouping / Filter Analysis</b>
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**The channels for reporting project problems are clear.**

Strongly Agree	10	7.14%
	20	14.29%
	38	27.14%
	<b>49</b>	<b>35.00%</b>
Strongly Disagree	23	16.43%
<b>Total</b>	<b>140</b>	

<b>Q55</b>		<b>Grouping / Filter Analysis</b>	
<b>Project information systems provide helpful and accurate project information.</b>			
Strongly Agree	32	22.86%	
	<b>67</b>	<b>47.86%</b>	
	26	18.57%	
	11	7.86%	
Strongly Disagree	4	2.86%	
<b>Total</b>	<b>140</b>		
<b>Q56</b>		<b>Grouping / Filter Analysis</b>	
<b>Team members are kept informed of project progress and developments.</b>			
Strongly Agree	13	9.29%	
	23	16.43%	
	<b>69</b>	<b>49.29%</b>	
	30	21.43%	
Strongly Disagree	5	3.57%	
<b>Total</b>	<b>140</b>		
<b>Q57</b>		<b>Grouping / Filter Analysis</b>	
<b>Project team members often informally discuss project matters.</b>			
Strongly Agree	43	30.71%	
	<b>45</b>	<b>32.14%</b>	
	29	20.71%	
	14	10.00%	
Strongly Disagree	9	6.43%	
<b>Total</b>	<b>140</b>		
<b>Q58</b>		<b>Grouping / Filter Analysis</b>	
<b>Project meetings are informative.</b>			
Strongly Agree	18	12.86%	
	27	19.29%	
	30	21.43%	
	<b>55</b>	<b>39.29%</b>	
Strongly Disagree	10	7.14%	
<b>Total</b>	<b>140</b>		
<b>Q59</b>		<b>Grouping / Filter Analysis</b>	
<b>Client or end-user inputs are considered when making project decisions.</b>			
Strongly Agree	<b>45</b>	<b>32.14%</b>	
	43	30.71%	
	26	18.57%	
	18	12.86%	
Strongly Disagree	8	5.71%	
<b>Total</b>	<b>140</b>		

Q60		Grouping / Filter Analysis	
<b>Each project has an identified client or end-user.</b>			
Strongly Agree	37	26.43%	
	<b>49</b>	<b>35.00%</b>	
	34	24.29%	
	15	10.71%	
Strongly Disagree	5	3.57%	
<b>Total</b>	<b>140</b>		
Q61		Grouping / Filter Analysis	
<b>During project execution regular discussions are maintained with the client or end-user.</b>			
Strongly Agree	34	24.29%	
	<b>56</b>	<b>40.00%</b>	
	31	22.14%	
	14	10.00%	
Strongly Disagree	5	3.57%	
<b>Total</b>	<b>140</b>		
Q62		Grouping / Filter Analysis	
<b>There are normally good relations between project teams and their clients.</b>			
Strongly Agree	23	16.43%	
	36	25.71%	
	<b>51</b>	<b>36.43%</b>	
	18	12.86%	
Strongly Disagree	12	8.57%	
<b>Total</b>	<b>140</b>		
Q63		Grouping / Filter Analysis	
<b>Care is taken to put competent project managers in charge of projects.</b>			
Strongly Agree	8	5.71%	
	16	11.43%	
	26	18.57%	
	<b>56</b>	<b>40.00%</b>	
Strongly Disagree	34	24.29%	
<b>Total</b>	<b>140</b>		
Q64		Grouping / Filter Analysis	
<b>Project managers have suitable team and people leadership qualities.</b>			
Strongly Agree	6	4.29%	
	13	9.29%	
	23	16.43%	
	<b>65</b>	<b>46.43%</b>	
Strongly Disagree	33	23.57%	
<b>Total</b>	<b>140</b>		

Q65		Grouping / Filter Analysis	
<b>The organization takes adequate steps to appropriately train project managers.</b>			
Strongly Agree		12	8.57%
		15	10.71%
		29	20.71%
		<b>62</b>	<b>44.29%</b>
Strongly Disagree		22	15.71%
<b>Total</b>		<b>140</b>	
Q66		Grouping / Filter Analysis	
<b>The organization has a core of experienced project managers.</b>			
Strongly Agree		4	2.86%
		17	12.14%
		24	17.14%
		<b>58</b>	<b>41.43%</b>
Strongly Disagree		37	26.43%
<b>Total</b>		<b>140</b>	
Q67		Grouping / Filter Analysis	
<b>Project team members have adequate teamwork orientation and skills.</b>			
Strongly Agree		9	6.43%
		23	16.43%
		28	20.00%
		<b>54</b>	<b>38.57%</b>
Strongly Disagree		26	18.57%
<b>Total</b>		<b>140</b>	
Q68		Grouping / Filter Analysis	
<b>Project team members have the maturity to work independently on project tasks.</b>			
Strongly Agree		7	5.00%
		18	12.86%
		37	26.43%
		<b>46</b>	<b>32.86%</b>
Strongly Disagree		32	22.86%
<b>Total</b>		<b>140</b>	
Q69		Grouping / Filter Analysis	
<b>There is an acceptably low level of rework in most projects.</b>			
Strongly Agree		6	4.29%
		16	11.43%
		45	32.14%
		<b>46</b>	<b>32.86%</b>
Strongly Disagree		27	19.29%
<b>Total</b>		<b>140</b>	

<b>Q70</b>		<b>Grouping / Filter Analysis</b>	
<b>People participating in projects are competent in their fields of expertise.</b>			
Strongly Agree	7	5.00%	
	29	20.71%	
	<b>46</b>	<b>32.86%</b>	
	36	25.71%	
Strongly Disagree	22	15.71%	
<b>Total</b>	<b>140</b>		
<b>Q71</b>		<b>Grouping / Filter Analysis</b>	
<b>There are always enough project team members around with innovative and problem-solving abilities.</b>			
Strongly Agree	4	2.86%	
	12	8.57%	
	29	20.71%	
	<b>63</b>	<b>45.00%</b>	
Strongly Disagree	32	22.86%	
<b>Total</b>	<b>140</b>		
<b>Q72</b>		<b>Grouping / Filter Analysis</b>	
<b>Project team members have adequate project management related skills.</b>			
Strongly Agree	3	2.14%	
	10	7.14%	
	<b>91</b>	<b>65.00%</b>	
	21	15.00%	
Strongly Disagree	15	10.71%	
<b>Total</b>	<b>140</b>		
<b>Q73</b>		<b>Grouping / Filter Analysis</b>	
<b>Project managers frequently consult people that may be affected by projects (internal and external).</b>			
Strongly Agree	32	22.86%	
	<b>65</b>	<b>46.43%</b>	
	30	21.43%	
	10	7.14%	
Strongly Disagree	3	2.14%	
<b>Total</b>	<b>140</b>		

<b>Q74</b>	<b>Grouping / Filter Analysis</b>
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**Project team members are satisfied with participating in projects and how it contributes to their career growth.**

Strongly Agree	26	18.57%
	<b>76</b>	<b>54.29%</b>
	27	19.29%
	9	6.43%
Strongly Disagree	2	1.43%
<b>Total</b>	<b>140</b>	

<b>Q75</b>	<b>Grouping / Filter Analysis</b>
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**Projects disrupt the organizations workflow.**

Strongly Agree	10	7.14%
	28	20.00%
	39	27.86%
	<b>53</b>	<b>37.86%</b>
Strongly Disagree	10	7.14%
<b>Total</b>	<b>140</b>	

<b>Q76</b>	<b>Grouping / Filter Analysis</b>
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**Project management is done in harmony with the functioning of line management in your organization.**

Strongly Agree	9	6.43%
	16	11.43%
	28	20.00%
	<b>58</b>	<b>41.43%</b>
Strongly Disagree	29	20.71%
<b>Total</b>	<b>140</b>	

<b>Q77</b>	<b>Grouping / Filter Analysis</b>
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**Projects are carried out without compromising the culture and values of the organization.**

Strongly Agree	28	20.00%
	<b>49</b>	<b>35.00%</b>
	46	32.86%
	14	10.00%
Strongly Disagree	3	2.14%
<b>Total</b>	<b>140</b>	

<b>Q78</b>	<b>Grouping / Filter Analysis</b>	
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**Project management activities are sensitive to the dominant political sentiments within your organization.**

Strongly Agree	30	21.43%
	<b>85</b>	<b>60.71%</b>
	15	10.71%
	8	5.71%
Strongly Disagree	2	1.43%
<b>Total</b>	<b>140</b>	

<b>Q79</b>	<b>Grouping / Filter Analysis</b>	
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**Gender:**

Male	<b>106</b>	<b>75.71%</b>
Female	34	24.29%
<b>Total</b>	<b>140</b>	

<b>Q82</b>	<b>Grouping / Filter Analysis</b>	
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**Age:**

20-25	6	4.29%
26-30	23	16.43%
31-35	<b>41</b>	<b>29.29%</b>
36-40	29	20.71%
41-45	24	17.14%
46-50	8	5.71%
51-55	6	4.29%
56-60	2	1.43%
61+	1	0.71%
<b>Total</b>	<b>140</b>	

<b>Q81</b>	<b>Grouping / Filter Analysis</b>	
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**Highest Level of Education Attained:**

High School	5	3.57%
Some College	11	7.86%
Associate degree	17	12.14%
Bachelor's degree	<b>71</b>	<b>50.71%</b>
Master's degree	35	25.00%
Doctorate degree	1	0.71%
Other	0	0.00%
<b>Total</b>	<b>140</b>	

Q83	Grouping / Filter Analysis	
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**Current position/level within your organization:**

President/CEO	2	1.43%
Vice President	5	3.57%
Manager (Plant, Operations, IT, etc.)	28	20.00%
Project Manager	<b>65</b>	<b>46.43%</b>
Systems/Programmer Analyst	12	8.57%
Consultant	15	10.71%
Account Executive	0	0.00%
Sales	0	0.00%
Engineer	13	9.29%
Director	0	0.00%
Other	0	0.00%
<b>Total</b>	<b>140</b>	

Q89	Grouping / Filter Analysis	
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**What department/division do you work in?**

Project Management Office	5	3.57%
IT	<b>63</b>	<b>45.00%</b>
Sales	0	0.00%
Finance	0	0.00%
Human Resources	11	7.86%
Customer Service	3	2.14%
Manufacturing	30	21.43%
Engineering	16	11.43%
Marketing	4	2.86%
Accounting	6	4.29%
Other	2	1.43%
<b>Total</b>	<b>140</b>	

Q84	Grouping / Filter Analysis	
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**Years of experience in your current position:**

1-5	<b>76</b>	<b>54.29%</b>
6-10	42	30.00%
11-15	14	10.00%
16-20	8	5.71%
21-25	0	0.00%
26+	0	0.00%
<b>Total</b>	<b>140</b>	

Q85	Grouping / Filter Analysis	
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<b>Professional certification or academic degree in project management</b>		
None	<b>74</b>	<b>52.86%</b>
Project Management Professional (PMP)	37	26.43%
Certified Associate in Project Management (CAPM)	1	0.71%
Associate degree in project management	0	0.00%
Bachelor's degree in project management	14	10.00%
Master's degree in project management	9	6.43%
Doctorate degree in project management	0	0.00%
Other	5	3.57%
<b>Total</b>	<b>140</b>	

Q86	Grouping / Filter Analysis	
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<b>Approximate number of projects you manage each year</b>		
1-5	<b>91</b>	<b>65.00%</b>
6-10	35	25.00%
11-15	11	7.86%
16+	3	2.14%
<b>Total</b>	<b>140</b>	

Q87	Grouping / Filter Analysis	
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<b>Average length of projects you currently manage:</b>		
1-3 months	5	3.57%
4-6 months	12	8.57%
7-9 months	6	4.29%
10-12 months	15	10.71%
13-15 months	24	17.14%
16-18 months	17	12.14%
19-21 months	<b>30</b>	<b>21.43%</b>
22-24 months	10	7.14%
25-27 months	10	7.14%
28-30 months	7	5.00%
31-32 months	3	2.14%
33+ months	1	0.71%
<b>Total</b>	<b>140</b>	

Q88	Grouping / Filter Analysis	
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<b>What is your company's organizational structure?</b>		
Functional	30	21.43%
Project	7	5.00%
Matrix/Balanced	<b>103</b>	<b>73.57%</b>
<b>Total</b>	<b>140</b>	