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## INTRODUCTION

**Relevance of topic:** The planning of a business is very integral to the success of that business; therefore every thriving business or impending business knows to focus a large degree of focus towards project management and project orientation. This is the bedrock upon which the growth of a business is hinged and it is the determinant of how long and successful such an enterprise would be. This research would therefore consider the essence of the project-oriented business management in all of its facets. This would entail how to go about the procedures of making such a management plan, how to implement it and ensure it is functional in the entity of choice. Furthermore, it would show the result of such practices in line with real world applications for the purpose of meeting the learning objectives and answering the research questions. Some of the research questions to be answered in the course of this work are: What is the function of project-oriented business management? How can this be implemented in light of small scale and large scale business enterprises? What impact does it have to the long term goal realization of the business organization? Many other sub-aspects would be delved into to afford clearer understanding of the subject matter and to actualize the learning objectives. To this aim, the primary and secondary sources to be used in the compilation of the necessary information would look at peer reviewed scholarly journals, articles and books which are up to date, and relevant to the information needed.

**The purpose of the work** is to acquire the proper skills to go forth into the business world and make an impact. It is to ensure that the student learn the essence, implication and implementation of project-oriented business management. This would also be purposed at understanding organizational structures under the use of project-oriented business management so as to observe first-hand how this applies to the real world.

**The object of the work** is the acquired knowledge and the skills which were obtained during the three months internship at Marks Trading Company.

**The subject of the study** is Marks Trading Company, a place where internship used in the case study was conducted.

Today many businesses are looking for ways to ensure stability and growth in terms of finances and profits. To do this, various fields have been added to business so as to ensure the understanding of how best to succeed in business. One of these fields is the field of project-oriented business management. This is taught as a skill to implement in improving businesses finances and profit margins. As such, the research would take the use of this field to further explain the intricacies of the field to business growth. To do this, the case study would be used as a focal or a reference point. This would present analytical data from the real world that would either support or negate the hypothesis. **The hypothesis** is that without business-oriented business management, business enterprises would struggle to make an impact in the present business world. To do this, the research would consider all of the areas within an organization and how they influence the topic.

**To achieve the goal, the following issues that need to be addressed:**

- To understand the impact of project-oriented business management
- To outline the structure of business organizations in relation to the topic
- To determine the various ways this can be incorporated into practical sense in the growth and development of organizations
- To explain the association between the case study drawn and the theoretical aspect of the research
- To derive an application of the research into real world scenarios
- To acquire knowledge on the dangers business face in terms of financial stability and growth without the implementation of project-oriented business management

**Research methodology:** The research methodology would make use of both quantitative and qualitative means to make analytical presentations of the information. The theoretical aspect of the project focused on the accumulation of information from past and relevant research. This was to provide a background understanding of what is being learnt through this project. This logical collection of fact known as the Literature Review is then followed by the analytical section of data which would be based upon the case study of the research. This would lead to an informed and educated conclusion and offer of recommendations.

The following **sources of information** were used in writing the work: Scientific journals that can be found in Google scholar would be incorporated into the research and they would include peer reviewed journals, articles and books.

Other information would be gotten from internet or electronic resources such as web pages. The work is sectioned into introduction, sections one to three and finally the conclusions with the addition of the annexes, so as to make it easier for the location of specific information in the thesis.

## **SECTION 1. THEORETICAL ASPECTS OF PROJECT-ORIENTED BUSINESS MANAGEMENT**

### **1.1. Essence of project-oriented business management**

The essence of project-oriented business management is crucial to all enterprises. This is due to the fact that it has become one of the most effective weapons of competitive strength. The project-oriented business management is known for its ability to keep initiatives on track. The understanding and utilization of this method of management has allowed enterprises to become very efficient and world-wide leaders in international markets (1, p.240-243). Many enterprises have so many initiatives which generate so many projects and these projects serve to boost the productivity and growth of the enterprise. The proper implementation of project management principles, processes as well as practices can have a significant impact on an enterprise's time to market, the cost to market and quality to market and finally, the customers' recognition of the enterprise as a world-class leader.

The project-oriented business management is important as it ensures that what is being delivered provides real value against the business opportunity presented. A good project management ensures that the good of the projects are closely aligned with the strategic goals of the business enterprise. The project-oriented business management is also essential in being methodical about calculating the Return on Investment of every project embarked upon by the enterprise (3, p.8-9). It is further important because it brings about leadership and direction to projects. Without proper management, the enterprise would be likely to fail (1, p.240-243). Proper leadership allows and enables team members to do their best work. The management of the project would provide vision, motivation and the removal of all roadblocks.

The business management also provides clear focus as well as clear objectives all of which are prudent to establishing a good and well-functioning enterprise. Realistic project planning is also important to ensure that proper expectations are set

around what is feasible and can be delivered. These plans include budget estimates and project delivery timelines which can be set and monitored over the course of the project management. Dedicated project management ensures that a project provides not only the time and resources to deliver but that it also ensures there is quality of output which must be tested continually as the project proceeds.

Risk management is also an important aspect of project-oriented business management. The risks are properly managed and mitigated which is critical to the success of any enterprise (2, p. 27). Proper management in business is essential to mitigation of risks, management and helps provide an increased value to the project. To this end, project management practice requires the careful analysis of all potential risks in order to protect against them by quantifying them and developing mitigation plans against that. Orderly process also establishes success to business and is one of the essential parts of the project-oriented business management.

Project management matters greatly as it ensures the orderly procession and easy understanding of all processes involved. The companies would risk failure to impending projects and an attrition of trust in business relationships as well as resource wastage. The continuous oversight and tracking of the business is also an integral part of project management (2, p. 27). Although tracking of a project as well as status reporting might seem to be daunting but this oversight ensures the plan of the project is maintained and everything stays on track.

Furthermore, in terms of progress which is a feature and characteristics of all successful enterprises, management can aid in this. This is because project management makes sure the mistakes, failures and successes of past projects are learnt from. This knowledge is then incorporated into the new projects with the use of retrospectives. The quality of goods which are produced by any enterprise must be taken track of and this is part of the essence of project-oriented business management (3, p.8-9). This increases the effectiveness of the organization as well as its efficiency. The project management ensures that even with a limited budget,

the quality of goods is not compromised as well as a high yield and production time even in limited time.

The research problem to be understood in the case of this research is how project management helps a business thrive. To understand this, some questions are outlined which make up the hypothesis. These questions include; what is the function of project-oriented business management? How can this be implemented in light of small scale and large scale business enterprises? What impact does it have to the long term goal realization of the business organization? The hypothesis is therefore that, in order to get the greatest benefit of a project-oriented business management, the function, implementation and impact of project management must be understood and adhered to.

Projects can be classified according to a hierarchy of activities and these activities ensure the proper management of the project from inception to completion. Some of these activities according to their hierarchy include; single routine tasks, projects and programs. The routine tasks are those tasks that are commonly seen and can be carried out without much planning as they are part of the routine of each activity in an organization (3, p.8-9). These sorts of routine can be procurement of parts for the assembling of products and this can be done without much complexity. Projects on the other hand need to be thought out, mapped out and executed within a goal-oriented scheme so as to achieve the end game. Programs on the other hand are the frameworks within which projects can be executed and in addition, programs can be a collection of routines or projects with one main goal.

Other characteristics of projects that must be seen in order for a project to have the potential of success includes; uniqueness, goal-oriented, delineated, interdisciplinary/interdepartmental and significant. It has to be unique in the sense that there must be something that stands out about the project; it cannot be a routine activity of the organization (3, p.8-9). There has to be specificity to it and a specific goal that needs to be achieved through the execution of the project.

Furthermore, it must be goal oriented as the goal is what keeps the focus of the project and ensures the proper management is streamlined towards that particular goal. It ensures that there is no diversion or misrepresentation of the intent and purpose of the project. A project also has to be delineated; this means that it has to be conscious of its limitations such as the time constraints, the budgets and other aspects that would affect the efficiency and effectiveness of the execution. If a project does not take time and budget into consideration, it could end up wasting resources such as time and effort without achieving the specific intent it set out to achieve.

For instance, if a project needs to be take effect in the summer and is specifically streamlined for summer use and the team do not take time constraint into consideration, there is a possibility of not finishing on time and thus not implementing the project when it is needed. This can lead to wastage of money and other resources that hinders the growth of an organization as well as the actualization of goals. A projects needs to also be complex and dynamic in that the shifting paradigm must be interrelated and relevant to the environment as well as the target clientele (4). The project needs to also be interdisciplinary or interdepartmental; this means that it has to be created within the set-up of a particular discipline so as to keep its functionality and relevance. Lastly, the project must be significant, its purpose must be clear and the way to apply it must also be clear. Without significance, it is hard to ensure continuity of the project or expansion of the goals.

To understand the requirements for a project to be hitch free and successful, the type of project must first be identified so as to identify the best method to use in its implementation. There are three types of projects often used by companies in their bid to achieve certain goals and these types include; small projects which are the least complex, standard projects and highly complex projects which are at the top of the hierarchy (4). The success of each of this type of project depends on the technical accuracy and the reliability of the results obtained.

The difference in the three types of project structures means that the method used in their implementation does not have to be the same. This means that there is no need to use the same tools from the toolkit of methodology which works for the highly complex projects on the small projects. Having this knowledge ensures high efficiency in the use of resources and the management of the project procedures. The benefit that is obtained from each project type and the result it yields would of course be directly proportional to the level of effort put into it and the type of materials and methodology used. However, as long as it achieves the desired goal that it set out to achieve, then it can be acknowledged as being successful.

## **1.2. Features of project-oriented business management**

To determine the success of project-oriented business management, certain features need to be noted. These factors include the following; a project is considered successful if it accomplishes the economic results it set out to accomplish. Furthermore, a project is considered successful if the customers, stakeholders and the team involved are satisfied with the results. So the three factors that must be seen in order for a project to be considered successful, it must first be economically effective, externally satisfying and lastly, it must also be internally satisfying (5). For the project to achieve these aforementioned criteria, they must be managed by a skilled manager who is capable of seeing the project from start to finish. Some characteristics necessary to determine a qualified manager can be seen as the following;

Have time: a manager must have time before they can focus totally on the project at hand. It would be ineffective for a manager to be juggling so many things at once because there would be no focus and without focus the essence of the project might not be very successful.

Provide critical contributions: the manager has to be able to have a critical mindset and be able to critically contribute to the project at hand. The manager oversees the functions and processes of the project and must as such be able to provide insight to those working as the subordinates. The manager must be able to guide and correct and for this to happen, critical understanding of the project is crucial.

Actively listen: listening is a very good skill that is essential in every leader and for the success of the project at hand too. When a manager listens, he can see problems before they occur and can predict the outcome of situations and as such this provides foresight which provides effective solutions (5). This listening skill prevents little problems that would otherwise disrupt the progress and success of the project.

Allow criticism: a manager must also be willing to listen to criticism without reserve because with criticism comes advancement. If a manager is not able to take criticism, then the team would not be able to bring forth problems to the manager and these problems might get overlooked which could then impact the success of the project. Furthermore, the lack of criticism would hinder progress and advancement because projects should always try to improve and achieve greater aims but if the current problems are not visualized and taken care of, then the scope for advancement would be limited.

Cultivate and promote junior managers: a manager needs to be able to promote other managers to take over that position and be able to achieve goals. This fosters learning and growth which is crucial to elevate the status of the organization and ensure that employees are contributing in their respective roles and being better at the work they do. Without growth and advancement, a business organization tends to become redundant and not fruitful even in individual projects.

Knowing the competition; a manager needs to understand their role and the goal of the project that is being undertaken. As a business, there are competitions

and for business to stay competitive, they must understand the competition and be able to stay at maximum productivity. When the manager understands the competition, then they can devise projects that keep the business ahead or on par with the competition.

Understand crisis as opportunities: a good manager needs to be able to recognize crisis and be able to turn crisis into opportunity. This is a definite skill of a leader and a manager in charge of a project as there always needs to be room for flexibility and change. When unforeseen circumstances occur, a manager needs to be able to turn that crisis into an opportunity that can better the project (6, p.171-175). Failure to do so would result in an unsuccessful project or a project that does not achieve the goal it set out to achieve in the most effective way. These aforementioned characteristics are requirements for a manager in order for that manager to be able to oversee and bring the project to a successful completion.

Before the move can be made in project orientation, there must be a good knowledge of the limitations and the disadvantages that are attached to this situation. Some of the limitations that can be seen attached to project management include the following:

- **Costly investment:** to run proper project software, there is need for the appropriate amount of money to be invested. The cost of implementation is not the only cost that must be taken into account. The cost of planning, organization, operation, team work and many other costs are also taken into account. Where there aren't enough budgets to carry the cost properly, it would affect the execution of the project in terms of quality and time. As such, cost investment can pose as a limitation of a challenge that can be faced during project orientation.
- **Complexity:** this is another possible limitation to project management and implementation in the business organization. This can be seen in terms of how companies organize and streamline things so as to understand the processes and

learn how the system operates. The complexity of the task at hand determines the resources that are channeled into it and where it is profound, it involves more resources which can be a risk especially if such a project has a high potential for failure (6, p.171-175)

- This limitation can put undue pressure on the team members in the bid to meet goals at all cost and it could actually impair the quality of the work performed.

- Access control: this is another challenge that could be faced during the process of project-oriented business management. The latest versions of the project being implemented can have access issues especially where consumers are concerned. This is especially if the project in question is related to mobile apps and other such technological advances used by the general public. It could also leak valuable information if the processes to implement it are not adequately managed.

- Project management difficulties: the planning of the project is one step and even if all goes as planned during this step, there is still the issue of execution or implementation. This can become a very herculean task if not conducted in the appropriate manner and as such it can pose as a challenge (6, p.171-175)

- There are processes that must be adhered to and there must be contingencies set in place for situations such as unmet deadlines, how to keep the manager up to date with the procedures and how to not be too reliant on the system but on actual team work. These are crucial things that can easily be side tracked or forgotten during the implantation of a project and it could impair the careful execution of that project. For this to be taken care of, the project managers have to be at the top of their game, they have to ensure that the team members are making progress and submitting their deliverables on time.

### **1.3. Methodical approaches of project-oriented business management**

The project management methodologies are essential to set guiding principles and processes which aid in managing the project. In order to determine the best course to be taken in terms of determining the success of a project, there must be a choosing of the proper project management methodologies. Choosing the right project management methodologies is among some of the first decisions every project manager would have to make (2, p. 27). Some types of project management methodologies include the waterfall methodology. The waterfall methodology is one of the oldest methodologies on the list and it was created as a response to managing the increasingly complex nature of software development.

The methodology occurs in sequence and is heavily focused on requirements. This method provides a crystal clear idea of the demands of the project. The waterfall method is divided into discrete stages and they include collecting and analyzing requirements, designing the solution as well as the approach and then implementing the solutions and fixing the issues should there be any. Graphically, the illustration of this stage can be found in figure 2.1.

The advantages of this methodology include its ease of use, its structure and documentation. The disadvantages include higher risk and due to the rigidity this can be problematic. Based on the rigidity of the method in question, it means that finding any error or needing to change anything requires starting the project from the beginning. This especially increases the risk of project failure and as such when maneuvering the processes of a project with this methodology, it has to be done with the utmost care.

Another methodological approach is known as the agile method. This is one that is primarily used in software development. In approach and ideology, agile is the opposite of the waterfall methodology. The advantages of this methodology approach include its flexibility and freedom since there are no fixed stages or focus or requirements. It also provides a lower risk since regular changes can be made

without offsetting the balance of the project. Some disadvantages include the absence of a fixed plan which could lead to time consumption and a waste of resources (2, p. 27). In addition, it is collaboration heavy due to a lack of a fixed plan which means that all involved departments will have to work closely so as to deliver results.

Another approach to management of businesses using project-orientation takes a look at the department of logistics within an enterprise. This methodological approach is in line with circular supply chain, and this is a model that encourages the use of manufacturers and sellers of materials to take discarded materials and reuse them. These discarded materials instead of being thrown out can be reused to make new materials.

This is the new approach that has been associated with management logistics since the making and distributing of products became a big part of all enterprises. Despite the changes that have come with these new approaches, the supply chain has remained predominantly remained untouched. In the normal scheme of things with the department of logistics and production, raw materials are obtained and used to produce new materials and then discarded (7). However, the use of circular supply chain makes it possible to recycle these materials and remake new items that can be used.

This system is a different form from the use of linear chain as with the linear chain the focus is on singularity and the use of materials to produce new things and afterwards the materials are discarded. This increases costs and causes the environment to suffer in diverse ways. However, the use of supply chain makes things better because recycling is good for the environment and also helps with cost implementation. The traditional model of taking materials, using it and then discarding it has led to an economic dead end and the struggle to continually obtain raw materials creates a volatility that affects sustainability (7). Many companies are now rejuvenating their ideals and instead of producing one time products, they are

refurbishing used parts or melting down products to turn back into their raw material form. The system of opting to use the circular supply chain method has helped to cut down costs for many enterprises and many are joining in on this trend.

There have been perspectives that have presented this methodological approach as being of adverse effect to the economy. However, contrary to this believe, the process of circular supply chain is actually more economical in the long run for companies. Where there might be issues is with the use of initial investment in the process to change things and the opportunities to reuse materials (8). Some advantages of the circular supply chain approach besides the fact that it saves money is that it also grows the business. It also appears to be the methodological approach that for companies reduces the impact on the environment but there is much more to it than this.

There are also societal benefits to using the circular supply chain method and this has a lot to do with the fact that this method of approach helps to keep the environment green. The rate of waste that is being emitted and created by consumers as they make use of manufactured products; it is affecting the environmental health of the world. It is left to businesses and enterprises to make use of materials that are able to be recycled and also be able to use materials that are environmentally friendly (8). The circular supply chains also help companies to meet regulation standards and offer incentives to companies to make them go green and sustainable.

The function of project management can be seen from four fronts and these make up the characteristics that are integral to project management. These factors include scope, time, cost and quality. Scope refers to the boundaries of the project and what can be included or excluded. The boundaries of a project are often determined by the terms of the objectives and what are the resources that can be used in accomplishing the objectives (2, p. 27). Furthermore, there is time, which looks at the time frame and time constraints associated with the project. This keeps every member of the team on a time line and ensures there is compliance with the

responsibility set down for each member. The cost also considers the amount of money needed to see the project to completion and execution and finally, the quality which looks at the process of getting the product to customer satisfactory levels is considered. All of these put together make up the function of project management and is integral to the growth and success of a business enterprise.

## **SECTION 2: PRACTICAL ASPECTS OF PROJECT-ORIENTED BUSINESS MANAGEMENT AT MARKS TRADING COMPANY**

### **2.1. The organizational and economic characteristics of Marks Trading Company**

The organizational of Marks Trading Company Limited must be understood in this section. The structure has the head or the chief executive office and under this there are heads of different departments that are functional within the organization. The organizational structure outlines the system through which certain activities are directed or conducted within the organization. These activities have to do with the roles and the duties or responsibilities of the different sectors of the organization along with the rules set in place to conduct the activities (9). It is important to understand the organizational structure of the company in question in this research as it helps provide an insight into how information flows.

Businesses of all shapes and sizes all rely upon the system found in the organizational structure. This is a system of hierarchy that divides labor, responsibility as well as reward and also follows the rules of engagement to ensure the company is running at maximum capacity. Without the organizational structure, to put it simply, the organization would find it difficult to meet its objectives. Although the organizational structure can either be centralized or decentralized, the company under study «Marks Trading Company» takes after the decentralized form of organizational structure.

The centralized form of organizational structure is often the traditional form and this can be seen in the military, big organizations and governmental agencies. This system is strict and focuses on the hierarchy or the chain of command. However, with the advent of startups, especially in tech, the decentralized structure has become an alternative which is used commonly as well (10). This is often used by companies who wish to remain fast and agile in the ever changing market and

scheme of things in the business world. Marks Trading Company also operates by the decentralized system and this is because it is a sole proprietorship with limited employees under it. However, despite this fact, there are still hierarchies that can be observed under the company. Marks Trading Company also employs a little bit of all the four types of organizational structures. These four types of OS are functional structure, divisional structure, flatarchy structure and matrix structure.

What do these structural types represent and how do they relate to Marks Trading Company? The functional structural type is the type usually implemented in the real world and is used by most small to medium sized businesses. The divisional structural type is mostly used in big conglomerates with multiple business units. The flatarchy is a relatively new form of organizational structure which is used by many startups. The name relates to how it flattens out the hierarchy usually found in the aforementioned types of structures and it gives the employees under such a structure a sort of autonomy (10). This provides an avenue for high speed of implementation by the companies that use this structural type.

Finally, there is the matrix structural type and this type is the least used because of its complexity. The MTC can be seen to be using the first three; it is a startup so it uses the functional structure and has a semblance of hierarchy such as the CEO, the heads of all the departments and so on. It also imbibes the use of divisions in how different departments such as logistics, accounting, promotion and the likes all have their separate facets. However, as it is a startup with a need to be able to adapt to any changes, it also uses a bit of the flatarchy structural form. This allows for a semblance of autonomy among the employees of the company and fosters productivity.

Marks Trading Company can boast of myriad benefits which it enjoys by having a clear understanding of the structure of its organization. The structure doesn't just exist for hierarchical purposes; it also is there to allow a firm layout of payment to be established. This way, the hiring committee or human resource can

have a clear outline on the hiring process and the plan for payment of salaries, bonuses and pension plans (10). Furthermore, the MTC functions more efficiently and effectively due to the different aspects of the company performing their respective tasks as at when due and in a professional manner. It would have been more of a herculean task to manage different aspects of the business all under one umbrella. The divisions help to ensure a smooth sailing operation within the ranks of the business. This is also beneficial for accountability and stability where production and manufacture as well as delivery are concerned.

Due to the fact that the MTC deals with food produce and organic items, it has to run on carefully laid out plans. Those in the logistics department know how long an item can stay in the warehouse before it is deemed unfit for consumption. This knowledge is not necessarily possessed by those in accounting and as such, it is important that each department focuses on its duties. This way there is a clear understanding of roles and there is a clear understanding of how the flow of information ought to go. The presence of the hierarchy while beneficial is not very strict in this company and this is so as to foster innovation (11, p.375). The decentralized form of running MTC ensures that the employees are not so focused on currying favor from their superiors, but rather on being innovative, taking initiative and delivering on their respective duties with maximum efficiency.

The divisional aspects of the MTC comprises of the CEO who is the chief executive officer and through whom all major decisions must pass through. He oversees the big projects and signs off on other day to day activities but is not necessarily involved in the running of all other arms of the business. The commercial and promotional department is there to ensure the business gets the sort of publicity it deserves and that there are new and efficient ways to continue to keep the interests of the customers. The HR department is there to manage employee dedication and behavior within the organization. Other departments within the MTC include the logistic team, accounting, customer service and the production department.

The external environment of a business consists of the economic, political and legal frameworks of the region. It also comprises of the demographic, social, competitive and global sectors. All of these factors play a huge role in determining how the business thrives and how it achieves its long-term as well as short term goals. All of these are important to understand because businesses do not operate in a vacuum, rather they operate through the ever changing dynamics of the environment they find themselves in. This is a tricky aspect of the business that must be monitored closely because it is usually not within the control of the business owners (11, p.375). While on the other hand the internal environment can be controlled, the external environment is not so easy to control.

At Marks Trading Company, controlling the internal environment of the organization is something that is very feasible and done with efficiency and effectiveness. In an internal environment of the company, especially when it comes to Marks Trading Company, the company can decide many factors by themselves, such as whom to employ. They can also determine the price of goods and services, the sorts of departments they want functioning under them and much more. However, when it comes to the external environment of the company, there is less predictability and less control (11, p.375). For instance, the market value is an ever changing sector and the price of goods and services also determines how the company would function. But with less control on the market structure and the demand and supply of items, it becomes difficult to determine exactly how things should function.

This is the reason why knowing the demographics, the population, the season, the demand and the sort of products being sold. At Marks Trading Company, organic and fresh food products are sold, so it is paramount to know the demographic of the customers and the sort of things they likely would consume. This is the role that the marketing team plays; they look at the market survey and try to make predictions according to already existing trends. The problem that can arise from this is the

unpredictability because projections and predictions might not always be a hundred percent accurate (11, p.375). In the instances that they are accurate, it does not mean they will remain constant and this is the issue that a company must navigate so as to be able to stay productive.

Other external environmental factors that can affect the operation of a business are weather and climate, natural disasters, economic situations and others which can all impact the business. For instance, with hurricane Katrina, a lot of businesses suffered in 2005, these are factors they could not have predicted. However, even in the face of lack of control, there can still be contingencies set in place to aid the smooth transition from disasters or chaotic situations if they do occur (12). Another disaster that affected businesses is the Deep-water Horizon explosion which led to tankers of oil spilling into the Gulf of Mexico. This caused a lot of cascade effects that affected many businesses and organizations as well as the people in those regions. Having plans in place for speedy reaction to mitigate such circumstances is what is essential when it comes to handling the external environmental factors of an organization (25, p.31).

The notion that businesses can create or change the external environmental factors so as to ensure certainty is one that is false. No one business has the power or capacity to create such a situation no matter how large the establishment might be or how powerful. Therefore, when it comes to external environmental factors, the best course of action would be to find the best measures for adaptability. This is essential especially in lieu of global competition and how the financial markets are run (12). However, with the case of Marks Trading Company which is a limited liabilities company as well as a sole proprietorship, the challenges are more easily managed. The company is situated in Kiev Ukraine, but operates in all states of the nation.

Therefore, the factors to be considered and monitored include the population of Ukraine, the demands, the dynamics of the market structure, the production and

manufacture as well as the supply chain management of the goods under the MTC. Things to look out for besides the demographic of Ukraine includes the global situation of the world, the technological advancements and how this impacts the business, the economic framework of things, the social, political or legal aspects as well as the competitive aspect.

Being preemptive is also very essential for MTC; it is a small company that hopes to expand in the near future. Therefore, it is paramount that innovative, intuition and creativity are at the forefront of the planning and strategizing for the future expansion. This is especially important when it comes to technological advancements (13). Organizations are all moving to the digital age and this is because it has become very essential to the running of things and to remain backwards means to be left behind on the grand scheme of globalization which will occur regardless of the efforts made to the contrary.

## **2.2. Analysis of project-oriented business management at Marks Trading Company**

The business being reviewed for the sake of this research work is called, Marks Trading Company'. The Marks trading company LLC was founded on the 21st of July, 2017 and is a limited liability company. The founder is named Martins Isaac A. The company focuses on wholesale of dairy products, eggs, edible oils and fats. Some general characteristics of this organization involve the manufacture of oils and animal fats (13). It also involves the manufacture of margarine and similar edible fats, wholesale of meat and meat products, wholesale of beverages, tobacco and much more. The company also deals in activities which are in the field of law, activities in the field of accounting and auditing, tax advice, business and management consultation and so on.

The organizational structure involves different facets of the duties carried out from the head down to the employees. The CEO is in charge of most decision

making and as a sole proprietorship, there are not many fields or departments in the organization. The goal of Marks Trading Company Limited is to manufacture a variety of foods and make it available to the consumers. These varieties include oils and fats, meat products, beverages and much more and the distribution of these manufactured products would be in the form of wholesale.

The research objectives are the goals and aims for conducting the research and with an academic research, the student or scholar tries to use individual experimentation and other forms of methodology to achieve the objectives. For this project, the student is interested in understanding the framework of project-oriented business management (14). This is crucial to handling real life situations in business organizations where the individual might find themselves in the near future. As such, this research is conducted to arrive at the following specific objectives:

**Amass knowledge:** Studying different research on similar subject matter and trying to put critical thinking and an understanding of the field of discourse into this research will enable the student to amass knowledge. This knowledge would play a large role in the theoretical information which can then be put into practical situations and harnessed for the betterment of the entity involved. For instance, reading about project-oriented business management, equips the student with the much needed information to succeed in the event of having to manage a project on their own. This prepares the student for the real world in business administration and management and provides the confidence necessary to go forward in such a field.

**To master the use of libraries and data bases:** to be able to practically succeed in project management, theoretical information is first needed and this is why this research is crucial. It ensures that the student puts in the work to make use of library resources and other data bases through which information can be acquired (14). This information is then left to the student to analyze and interpret critically within the framework of the topic or the research problems. This is a skill that would always be essential both during training and during practice in the real world. There will

always be advancement and new techniques of handling things in the business world and the skill of research ensures that one is always abreast of the latest and more relevant information (43, p.47).

To learn problem solving: although it is written research, it still presents the student with a problem that is related to the field of interest and is practical and can be seen in real life situations. Solving this problem through research and experimentation and providing an answer to all the research questions gives the student the feel of problem solving. This is a skill that is valuable in the world of business management and aids in growth and advancement (14). If it can be solved on paper, then it can be implemented in real life and applied to real problems so as to come about real solutions.

To aid the formulation of an opinion: to be in management and in any leadership role, an individual must be able to formulate an opinion individually. This research puts the student through this process of formulating an opinion and using that thought process to provide educated guesses and then researching to prove or disprove the opinion that was formulated. This is an ability that is crucial to growth in a business organization. When the business manager has the capabilities needed to thrive, the business will thrive and so this research prepares the student with these skills which are first learned about theoretically and then put into practice through the internship and future experiences.

In addition to the aforementioned, other objectives of the research involve meeting the educational requirements that are necessary to obtain in order to be qualified for the degree in question. There can be no degree without a project which shows that the student has understood all that has been taught and is ready to implement this knowledge into professional and personal ways of life to enable growth and stability especially where it concerns business administration and business management (15). These requirements which have been mentioned in this section are important and when they have been met, it shows that the student is now

ready to move on to the next stage of their life as they have acquired all of the knowledge for the present stage of their learning journey. The research also gives the student the feeling of accomplishment to have been able to do a daunting and intellectual task with no external assistance and this improves the critical reasoning of such a student. All of these objectives would go a long way in shaping the future of such a student in the desired field that they chose to work in (15). The university also ensures that the standard of learning is kept at a high standard which means that students passing this requirement have shown the needed skill to thrive in their future endeavors.

The research methodology to be employed in this case is the qualitative research methodology. This is a form of research that deals with first hand observations, interviews, questionnaires, participant-observations and case studies among others. These methods would help elaborate on the essence of the research questions and bring clarity to the hypothesis, either proving or disproving it through the collection of data which then translates into results (15). The data obtained in this case are non-numerical as they are in the quantitative form of research.

The three tools to be used in this research are participant-observation, in depth interviews and focus groups and before the data would be collected from each of the mentioned methods, an in depth understanding of what they entail is crucial.

Participant-observation: this is a form of qualitative research method, whereby a research studies a group in question and this is not simply done by observing the group but also by participating in it. What this means is that the researcher is part of the group and is actively participating in the group while at the same time observing the group to draw the needed data from it (24, p. 481). In the course of this participation, the researcher would complete the necessary tasks given in the group and at the same time would be taking notes to afford an understanding of the issue that required joining the group to begin with (16). There are three

important factors that are associated with participation-observation and they are; gaining entry into the location one wishes to study.

For this research which is on project-oriented business management, it would be crucial to gain access to a project being conducted, be a part of the team conducting said project and then use the experience and data accrued from that project to formulate an informed understanding of the project-oriented business management process. Another crucial factor to participant-observation is establishing a rapport with the other participants. This will be useful in the other forms of qualitative methodology such as questionnaires or interviews and it would ensure the in depth accumulation of data on the subject matter. Lastly, it is important to spend enough time with the group so as to gain the best knowledge possible within the time frame permitted.

**In-depth Interviews:** these are one on one discussion that happen between the one conducting the interview and the one being interviewed. It is done for the purpose of gaining information regarding a particular subject that the person being interviewed is conversant with (16). As aforementioned, with participant-observation, the interview can also be implemented. This is because through an established rapport between members of the participant group, a researcher can then seek out a few for the interview which will provide in-depth and personal information crucial to the research. This will also be used in the case of this research to further understand the perspectives of other participants when it comes to project-oriented business management.

**Case studies:** the third tool to be used under the qualitative research methodology is the case study. Case studies focus on a particular case which has occurred and tries to draw information and conclusion from that case to inform on a new research problem. What this means is that, the use of past occurrences which are similar to the research question at hand would help provide insight into how this research problem can also be used. This can be an ongoing case which is being

studied, like with an ongoing project whose process from start to finish is being studied or it could be a project that has already finished and the case is studied for the same purposes. The advantages of the case study is that it removes the speculation of interviews and the uncertainty of questionnaires and provides a clear and applicable information base because it is based on an experiment that has been conducted and gotten to conclusion.

In addition, the questions to be asked in the interview would be directed towards the project managers who are in charge of the project as well as some of the team members who are a part of the project. This is because the hypothesis posits that for a project management process to yield the best possible results, it is important to understand the function, implementation and impact of the entire project processes (16). This is all dependent on how the manager of the project goes about conducting the project. Other interviews would look at the members of the team to try and gain their perspective of how the project is being undergone.

*In-depth interview questions for the manager:*

1. How do you define an ideal project?
2. How do you go about managing the performance of your team?
3. What is your strategy for prioritizing tasks?
4. According to your experience, what is the most desired skill required for becoming a project manager?
5. Suppose the project has gone off the tracks, what are the ideal steps to take to get back on track in the most efficient and effective manner?
6. What is the difference between a failed project and a successful project?
7. How do you intend to handle the situation if the outcome of the project does not satisfy the customer?
8. What strategy was used to deal with internal conflict among team members during the course of executing the project?

9. What risks and issues were seen in the course of this project and how do both apply to the process of a project execution?
10. What techniques were used to define the scope of the project and implement its functionality upon completion?

*In-depth interview questions for team members*

1. What is the importance of the project management process according to your experience and understanding?
2. What were some of the challenges faced during the course of the project?
3. How effective was the manager at managing the processes of the project?
4. Were there internal conflicts and how were they solved?
5. What were some of the short comings or limitations associated with the project in question?

Table 1: This table represents the questions asked during the interview with the manager and it tries to analyze to what degree of satisfaction did the manager answer these questions? What this is trying to check is the qualifications of such a manager to undergo the project management procedure. This is because the success of a project is largely hinged on the skill of the manager at doing their work. Some of the areas in which the manager scored highest includes strategizing how to prioritize tasks, knowing the essence of project management, how to go about managing the performance of the thing and in other areas (17). The areas in which the manager scored the least was in the ways to manage internal conflict and the risks and issues faced in the course of the project.

Table 2: This table represents the questions asked of some of the team members and the answers were summarized per participant. The name of the participants has been withheld for confidentiality purposes. Looking at the variety of questions, the aim was to understand how each team member felt while

undergoing the project. It looked at the management skills, the limitations and challenges as well as other issues that could have impacted the progress of the project at hand. The responses from the 6 participants documented show a variety of experiences and feelings regarding how the project process was. With the issue of internal conflicts for instance, while some clearly can see conflicts happening in some instances, there are others who in their own experience did not take note of any internal conflict (18). This shows that different team members had different forms of focus, while others were totally focused on the work to be able to notice any tension; others were not able to be so focused. It could also be that the pairing and division has something to do with this disparity. The table provides a little more of a picture of the project process as opposed to table 1 which only provides a picture from the manager's point of view.

In Figure 1, the chart that was used in the course of this project has been made into a pie chart. This chart was necessary for planning of steps, retracing footsteps and keeping every project procedure organized and accounted for. This chart was divided into three main parts which include structures, people and values. These three divisions were then divided into three other sections. For structures, it was divided further into organization, planning and ICT systems. The organizational part focused on how the group was kept together and managed by the manager. It also ensured that the schedule was kept to and the goals achieved in the time frame set (38, p.16-18). Under people, the division was into management, competence development and teamwork leadership. Management focuses on how the leadership of the team focuses on goal oriented principles and how to be effective and efficient. Team work is also very crucial in this point and each sub-division of the team had its team leaders and this was so as to ensure a smooth operation during the course of executing the project (18). Lastly, the group on values is divided into three other sections which are future orientation, entrepreneurial operation and stakeholder

operation. All these were crucial to divisions of labor and responsibilities among the team.

### **2.3. Evaluating the effectiveness of project-oriented business management**

The effectiveness of project management can be evaluated in terms of organizational structures, technical competency, leadership ability and the characteristics of an effective project manager. There are surveys conducted to show the results of organizational design as it associates to the effectiveness of project management (19). There are 5 ways to measure the effectiveness of project-oriented business management. All of these steps look towards evaluating its success or lack thereof on attaining the set down goals.

At various points during the project, there are evaluations that have to be made and these check the schedule, the quality, cost, stakeholder satisfaction and the overall performance of the project. These evaluations can be done informally and at the MTC they are done quarterly to allow the tracking of process. The schedule shows the project management success and it is often done by checking that the timeline is kept. Experienced project managers know the difficulty of keeping on schedule due to unforeseen circumstances that may ensue or occur. It is therefore easier and more prudent if the progress is evaluated continually as the project makes progress.

During this evaluation, it is essential to check the major milestones to know if they are still on track to being met as was originally agreed. The next criterion to be checked is the quality. The end of a project phase is a good time for a quality review. In this phase, both the quality of your project management practices and other sections must be scrutinized (19). A review of the quality can evaluate whether the standards have been met and if not then a revision needs to be set in place to ensure that quality is put in place.

The evaluation also makes it best for any issues with quality to be fixed before the project is carried on with. The third criterion involves the cost of the project. The cost management is one of the highest priorities on a project as such evaluating the conditions and performance of the financial conditions is crucial (42, p.65). To do this, the actual expenditure and all that has been spent must be juxtaposed with the initial budget. If there are any variations in the expenditure as compared with the main cost, then at this stage it must be fixed before carrying on as this will determine how successful the project is.

The fourth step in checking the effectiveness of project management is the stakeholder satisfaction. The stakeholders are essential in getting the work done, so as the project proceeds, it is essential to check in with them and get a sense of how they are feeling regarding the progress being made. Statistically, this is a difficult evaluation to make but it can be done. If at any time, it appears the stakeholders have dissatisfaction, then it must be dealt with before progress is made (20, p.333-335). The last check for effectiveness is the performance check. This looks at the full picture in comparison with what was aimed at initially. There has to be an analysis of whether or not the benefits are still as realistic and that the business problem that the project was designed to solve still exists.

**SECTION 3: IMPROVEMENT OF PROJECT-ORIENTED BUSINESS  
MANAGEMENT AT MARKS TRADING COMPANY**

**3.1. Ways to overcome weakness of project-oriented business  
management at Marks Trading Company**

| STRENGTH                                 | WEAKNESS  | OPPORTUNITY  | THREAT   |
|--|---|--|--|
| Dedicated workforce                      | External environmental factors such as changing seasons                       | Room for expansion within the country                                  | Competition of other related organizations                 |
| Goal oriented management                 | Expiration of goods and products before they sell out                         | Diversification of the brand to other aspects not currently undertaken | Changing seasons and demands                               |
| Disciplined work environment             | Sole proprietorship means less carrying capacity for expansion and investment | Protection of brand name for future purposes                           | Debt accrument can hinder growth                           |
| Strategic marketing                      | Lack of year round raw materials for manufacture and production               | Merging or collaborating with similar transnational organizations      | Poaching of high caliber employees by bigger organizations |
| Great logistic and SCM department        | Lack of business continuity   |  | No legal distinction between private and business assets   |
| Swift delivery and customer satisfaction | Difficulty in raising capital for expansion                                   | Being a sole proprietorship means it is easy to branch out and         | Lack of legal and financial knowledge                      |

|                                 |                                     |  |   |
|---------------------------------|-------------------------------------|--|---|
|                                 |                                     | start of smaller units   |   |
| Accountability and transparency | Liability rests solely on the owner | Flexibility to be able to transfer to another entity in the future | Lack of opportunities for investment and growth |

*Source: prepared by author in accordance to official information from company MTC*

The table 3.1 shows the SWOT analysis of Marks Trading Company which encompasses the strengths, weakness, opportunities and threats facing the company (21). This section would look at these aspects especially the areas of how to overcome the weaknesses and threats while optimizing the opportunities and strengths.

Having weakness is a common aspect of any project-oriented business management, understanding this and knowing the weaknesses is the first step essential to forming strategies to overcome them (20, p.333-335). The larger the enterprise, the more complex the process of supply chain management gets and even though the MTC is a relatively small enterprise it still has its fair share of complexities Market research; this is one of the means of improving the operations that are being conducted in Marks Trading Company. Before the company can compete with the foreign companies and on a large scale, it must first do its research. Some of the things that need to be checked during the research process are the prices of goods and services (40). Questions such as who has the cheapest goods, how do they maintain quality at such prices and how do they make profits. This informs the company on how to proceed in the future to be competitive because a company cannot be selling the same products at a higher amount than its competition and expect to have customers leave the cheaper organization and purchase from a more expensive one when the quality is the same.

Culture of the new market; there must be an understanding of the market culture in order to be able to operate strategically within that market structure and get the maximum advantage (42, p.65). This sort of research enables an organization to know the expectations of new clients or customers and to be able to meet these expectations. It also enables the entity to know the gap that may exist between current organizational practices and the goal it is trying to reach (22)

This informs the scale of change and improvement that needs to be put in place and also helps inform a feasible time frame needed to execute these changes.

Strengths and weakness of the international market; any company that wants to succeed in the global market must also understand the strengths and weaknesses of the international markets (29, p.86). This helps the entity to be able to stand out and differentiate itself from the rest of the organization that provide the same services. Learning about the weaknesses enables an organization to avoid those same weaknesses and work at emulating and improving the strengths.

Furthermore, a competitive advantage would need a vast knowledge of the product and how to continually improve on the product so as to stay relevant. We can see this with blackberry and the iPhone and how the two met different fates. The blackberry faded from the markets because it could not stay relevant and innovative but the iPhone has been relevant for years now because each year it manages to stay innovative and creative (23, p.379). It also gives the customers what they expect with top notch quality. This is the same principle that must be imbibed by MTC if it wishes to advance and improve on itself enough to function successfully in the global markets. There are three main weaknesses that are often seen in enterprises and were present in the MTC before strategies to eradicate them were put in place.

The first weakness is being reactive instead of proactive. This is a common mistake made by enterprises and it is the most conventional approach to rely on hindsight to resolve or address issues rather than using foresight. The philosophy of leaving things as they are if they are not broken or unoperational has landed many

enterprises in the ditch of being reactive rather than proactive (35, p.117-121). This means that they are always reacting to problems and trying to solve problems after the fact. The most productive thing would be to be able to envision and anticipate problems so as to be proactive about preventing them. This is the importance of a good management team in logistics as the intellectual team work can bring about deciphering patterns and future projections that might be problematic and putting steps in place to counter them (31). While the supply chain management has been successful in times past by simply taking care of the punches and negatives as it comes, it would be much better to be on the offensive rather than being on the defensive all the time. In this case, maintaining the status quo is not a strategy that breeds success in the logistics management department of any enterprise.

In order to be proactive as opposed to being reactive, there is a need for the enterprise to develop layered systems to handle different functionalities and the essence of this is that it helps to prepare the enterprise for unforeseen events. When these events are prepared for it loses its capability to destroy the chain of supply.

Another alternative strategy would be to build redundancy so as to help systems respond to unanticipated events (26, p.13). In addition to this, the establishment of continual engagement along the supply chain is also crucial in order to identify innovative methods for improving processes.

Furthermore, the development of IT systems which are in the best position to utilize available data and information would go a long way in achieving proactivity. Proactive planning is important in the marketplace of today and this employs efficiency and cost-effectiveness which are all critical (27). This would not help in just the competitive advantage scheme of things but it'll also position an enterprise to survive and flourish. The development and evolution of goals in order to keep up with ever-advancing technology, best practices and operations is also essential. This removes the dependency on hindsight solutions to the problems and establishes systems that can anticipate real-world complexities.

### **3.2. Rationale for the improvement of the program of project-oriented business management at Marks Trading Company**

The implementation phase of project management has to do with putting the plan into place and this is followed by the life cycle of project management. After a project has been planned and carefully detailed, the next phase, which is the third phase in the life cycle, is to implement the plans (45). This is the phase where the project manager puts the allocated project resources into the right areas and divides it up to ensure it can meet the objectives that have been laid out. The manager must of course be very active in this phase to ensure the smooth running of all operations so as to be able to deliver the optimum results (28). It is also in this phase that the actual work is done and the members of the team work together to deliver the goals within the time frame and within the budget that has been allocated to the said project.

This also considers what is known as project deliverables and as the name implies, a deliverable in the aspect of a project is anything the project is capable of delivering or anything it has been set up to achieve (44).

So in terms of the project management, the deliverables are all the things that the manager and the team members are to deliver upon completion of the project (45). Due to the divergent nature of projects, the deliverables cannot be mentioned in much detail for generalization effects because each project will have a different deliverable.

The project was to improve the efficiency of drivers for more effective delivery of goods to the customers. This was to be done by finding creative means to deliver at certain times of day, certain hours and in bulk so as to make the most of transportation costs and other variables. The project had a time frame of one month and within that time, the results that were expected had to triple that which is normally obtained and the customer feedback had to also be more positive than it usually was (32). The deliverables for this particular project includes better customer

service, efficient product delivery on time, in a professional manner and in a feasible and sustainable way. Furthermore, the deliverables also included cost reduction for the logistic department by way of cost of transportation and cost of returned goods or inventory processes when goods are delivered at wrong times and the customers are missed, among other variables.

The implementation process of a project must also account for the incidence of changes and unforeseen circumstances. This is where the manager plays a crucial role in their capacity as driver and guide. The manager must be able to have foresight to see when things might need to be changed and how best this can be done without impacting the integrity of the project (36). Most circumstantial changes can be seen by looking at the data and the in terms of quality control as well as in terms of routine performance. To ensure this is done smoothly without affecting the time interval or the resources allocated, the reports on measurement and degree of change to be made must be looked into.

However, even though changes might need to be made, change control is also a part of the implementation process and this means that when a problem occurs in the course of executing a project, there has to be change control. This ensures that the team doesn't just jump up and put changes in place as they might impact the resources, the time and waste the energy of the team members as well as derail the project from the track it's on (37). First the team must assess and then determine if it is worth it to make such changes and if it is, they must then find the best possible way to go about it without causing more harm than good.

The impact of project management is plentiful and is the reason why projects are implemented in different spheres of business. When the aim is spending less money and getting more results as well as improving deliverables, it is essential to consider project management (41, p.13-17). Some of the impact of project management includes cost effective decisions which can boost the income and expenditure of an organization (33, p.15). This is especially crucial in recent times

when the economy of the world has taken a hit given the state of the pandemic and how it has changed the face and the shape of business and market structures. There must be a shift in order for business organizations to continue to thrive and this includes cost effective decisions.

The reliance on project management to manage costs has been ongoing since 2010 and this has been used as a tool to manage recession. Other impacts that can be seen include team work which improves communication and enhances productivity within an organization (34, p.6). Productivity can also be increased in aspects that have to do with strategy formations and this helps an organization to stay competitive and stay on top of production. Project management can very easily be the difference between an organization going under and one that is going to thrive (39, p.39-40). Project management also enables people to be able to forecast data and this helps the project team to come up with solutions that are both innovative and creative and can solve problems in advance of them occurring.

This is possible because projects carefully analyze future business trends so as to ensure that the outcome of such projects would still be relevant in the future scheme of things. As such, project management improves the innovation, creativity and competition of enterprises. In addition, the project management can also increase the prosperity of an organization and keep it afloat for many productive years (1, p.240-243). Apple Inc. can be taken into consideration as every year there are innovative things put in place and gadgets released and they are all relevant and sought after because it is not just luxury, it is also a necessity. This is due to extensive and continuous project management and it has served to catapult Apple Inc. to being one of the largest global conglomerates.

### **3.3. Effectiveness of the improvement program implementation of project- oriented business management at Marks Trading Company**

The effectiveness of the improvement of project-oriented business management can be seen in its evaluation based on how successful the projects are. These projects attaining success means the enterprise as a whole attains growth and sustainability as that is the utmost goal of the project-oriented business management. Therefore the use of goal focused tasks proves effective as it ensures all of the people involved, the team members, the executives and all shareholders are all working towards the common goals. These common goals are to grow the enterprise but more so to satisfy the customers and bring creativity and innovation to the respective fields of involvement (45). At the MTC, these goal oriented tasks were always used as a way to improve the workability of the employees while ensuring the maximum satisfaction of the customers. As such, it was indeed effective to put these improvements in place.

Looking at the SWOT analysis, the weakness and limitations as well as the threats to the enterprise was analyzed. In light of this analysis, improvements were put in place to turn the weaknesses into strengths and to turn the threats into opportunities; these plans have made the functionality and productivity of the MTC to be effective as well as efficient. Some of these improvements include the better communication training which was instilled for all employees. In the logistic department, the use of new technologies to enhance better communication between the drivers and the other personnel was also very effective in cutting back delivery times and increasing efficiency.

Further improvement put in place was market research which is focused on understanding the market structure as well as the competition's strategy so as to be ready to match the quality and rise above it (1, p.240-243). This has prepared the MTC for an expansion plan which would be feasible within the next few years and which would allow the company to enter into the international markets and thrive.

Many other improvements such as technological advancements, prioritization of team work and project-oriented management of the business, staying up to date and much more have all helped to enhance the productivity at the company. This would continue to be improved upon and modifications would continually be made to all sectors needing improvement so as to maximize the workability and functionality of the enterprise.

## CONCLUSIONS

Project management has been the discussion in this research work and it looks at the function, implementation and impact of project management as one of the best ways to fully understand the necessity of project managements to an enterprise. The results obtained from the conducted experiments show that project management can make or break an enterprise and it shows the importance of both the manager and the team members to the successful execution of a project. The importance of a manager understanding the way project management should work and the impact it provides if it is executed properly is of great importance. A manager that cannot guide and direct the team members to function to their best capacity is one that cannot lead the team to success. There must be innovativeness, creativity and continuity or sustainability to every project for it to be deemed a success.

It was also necessary in section 3 sub-sections 1 to provide a detailed SWOT analysis which as the name implies looked into the strength, weaknesses, opportunities as well as threats that surround the organization. Due to the future expansion plans of MTC, this was a much necessary step to take as it informs on the processes that need to be put in place, improved upon or taken out of the equation if the long term goals were to be actualized. Furthermore, the internal and external environment of the organization was analyzed and this was so as to get a clearer picture of how the activities within the organization can be channeled in reflection of the external environment. This is a sensitive area of every organization due to the fact that the internal environment can be controlled more easily than the external environment which is often out of the immediate control of the organization.

Furthermore, the team members must be able to work within the constraints of time, resources and under pressure for the optimum result to be obtained. There must also be a clear understanding of the goals to be achieved so as to prevent the occurrence of divergence or distortion to the essence of a project. In the grand scheme of things, the importance of project management to an enterprise cannot be

overemphasized and must be taken into careful consideration is an organization is to maximize its productivity. This is especially applicable to the world as it is now; given the nature of the economy, the recession and the market instability, project management might be what holds together the business world and keeps it afloat in this time of uncertainty.

The result section looks at different aspects of the project management concern. To arrive at data which could support or explain the hypothesis, it was important to access it from different areas. The use of participation-observation, interview and case studies was the methodology incorporated into finding the results. The participation-observation was carried out a small sample in line with an internship program which was one in which the author was an active participant as well. This internship program also forms the case study to be used in understanding the intricacies of project-oriented business management.

The first table focuses on the manager and the role a manager would need to carry out effectively if a project is to be met with success. The manager in question is the head of the logistic team in Marks Trading Company. This was a leader who was in charge of most of the projects which were held quarterly to try and reach new logistic goals that help the organization as a whole (Yeung, 2007). The questions were therefore to understand how qualified the manager is for the role and the sort of ideas the manager might implement in the course of a project being undergone. The other team members were also crucial to the discussion and so the second table focused on them.

Many times during the course of the internship, there was always pairing into teams in the logistic department. This pairing could sometimes be met with defiance and incompatibility and other times it was met with the opposite. However, it remained an important part of every project to have the right sort of people working together to reduce the incidence of internal conflict which could jeopardize the integrity of the project being undertaken (Poppendieck, 2000). As such, it was

important to also question a few of the team members to gain knowledge from their perspective of how the project was going. The goal of the research is to understand the benefits of project-oriented business management. The hypothesis stated that in order to fully grasp the benefits of project-oriented business management, it was first important to understand the function, implementation and impact of project-oriented business management must be adhered to. Therefore, all successful projects and all successful business organizations are in one form or the other tied to the understanding of the function, implementation and impact of the project management. This was answered with table 1 and 2 through team member experiences and the manager's perspective. This is also participation-observation, so the feedback of the team members and manager is accurate as it was also experienced by the author.

The three methodologies were used in conjunction with one another, the participant-observation was also the forum through which the interview was drafted and conducted and it also serves as the case study. This explains the functions, implementation and the impact of project-oriented business management. As such, it supports the hypothesis which says that a great understanding of these three things brings about the most benefit that could be obtained from project-oriented business management. To enable a deeper understanding of the framework of project management, the chart in figure 1 was used. This chart showed the important divisions that must be found in every organization before it can carry out projects and manage this properly. Knowing the role of people, values and structures and the sub-divisions that fall under these categories is essential to project management success and growth of an organization.

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## **ANNEXES**

**TABLE 1.2: REPRESENTATION OF INTERVIEW CARRIED OUT ON  
MANAGER**

| QUESTIONS | PERCENTAGE OF SATISFACTION<br>WITH ANSWER |
|-----------|---|
| 1         | 95%                                       |
| 2         | 90%                                       |
| 3         | 98%                                       |
| 4         | 75%                                       |
| 5         | 88%                                       |
| 6         | 80%                                       |
| 7         | 85%                                       |
| 8         | 69%                                       |
| 9         | 70%                                       |
| 10        | 93%                                       |

**TABLE 2.2: REPRESENTATION OF THE INTERVIEW CARRIED OUT ON TEAM MEMBERS**

| Questions   | Participant 1  | Participant 2  | Participant 3   | Participant 4  | Participant 5   | Participant 6  |
|---|--|--|---|--|---|--|
| 1. What is the importance of the project management process according to your experience and understanding? | It affords the business organization a clear blueprint of how to achieve goals | It is instrumental in bringing out growth and stability to a business entity | The project management process brings about an understanding of the strengths and weaknesses of an entity | The process ensures there is a maximization of opportunities which can come in handy | It ensures that the business organization stays competitive and ahead of on par with other entities | It creates an exciting work environment which motivates hard-work and increases productivity |
| 2. What were some of the challenges faced during the course of the project?                                 | The limited amount of time   | The lack of flexibility in scheduling and team mates                         | The confusion that creeps up sometimes which delays the project   | The team manager being unwilling to listen to suggestions sometimes                  | The pressure from higher ups to meet the deadline created some rush                                 | Lack of consumer testing before completion of the project                                    |
| 3. How effective was the  | Very effective   | A little inflexible, albeit very committed to the work                       | Insightful and knowledgeable with coordinati  | Sometimes was unreachable and unwilling  | Was very effective  | Effective in some cases and not  |

|  |   |                        |                                       |  |  |   |
|--|---|------------------------|---------------------------------------|--|--|---|
| manager at managing the processes of the project?  |   |                        | ng every team member                  | to take suggestions  |  | so effective in others, especially with the dismissive attitude in some instances         |
| 4. Were there internal conflicts and how were they solved?                                     | A few skirmishes at the beginning due to pairing of incompatible partners | None that was observed | None that was observed                | A few occasions held tension but nothing too difficult or strenuous to resolve | It was a peaceful and coordinate project process | They were solved with accuracy and efficiency, one of the areas the manager was effective |
| 5. What were some of the short comings or limitations associated with the project in question? | Time constraints  | Communication barriers | Lack of preliminary customer feedback | Time was limited   | Pressure to meet deadlines                       | No flexibility of workability   |



Figure 1.1: Chart of planning for project orientation in business management

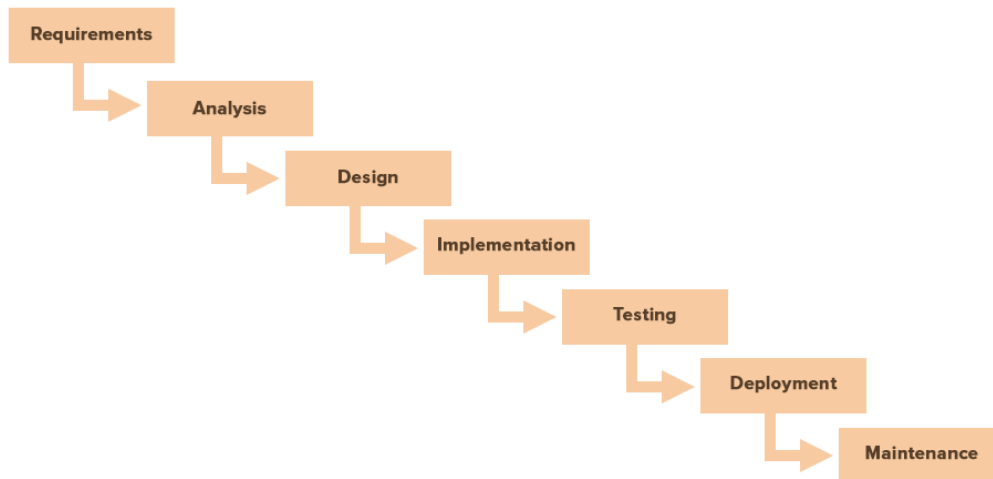


Fig 2.2 showing the steps in the successful execution of project-oriented business management

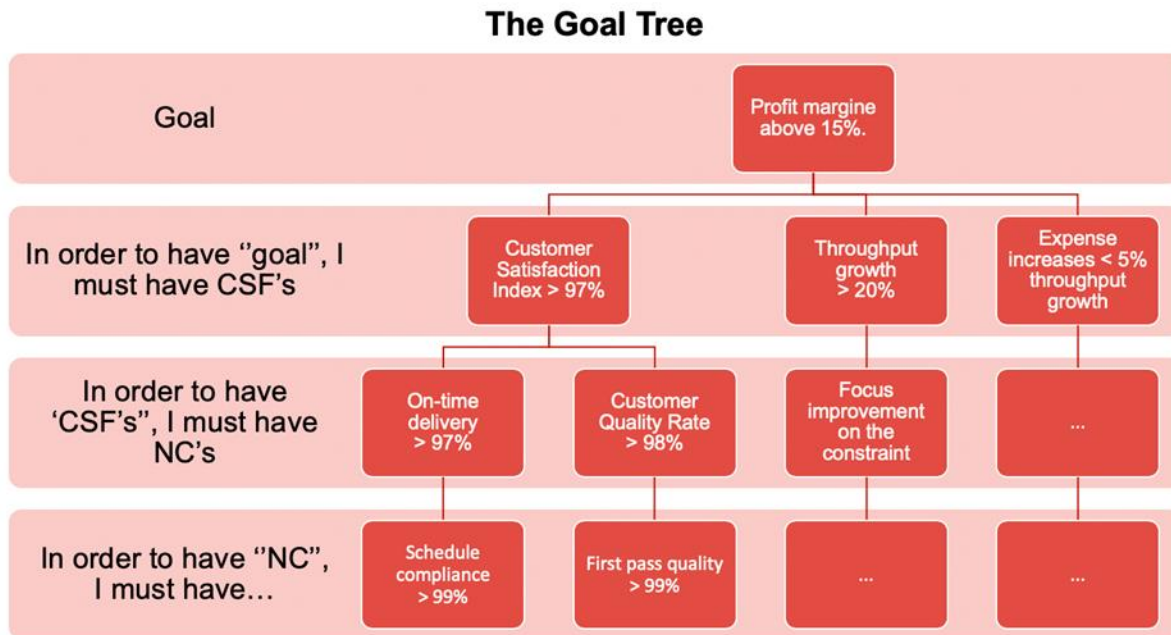


Fig 3.1

### High Performers Offer Variety of Project Management Training

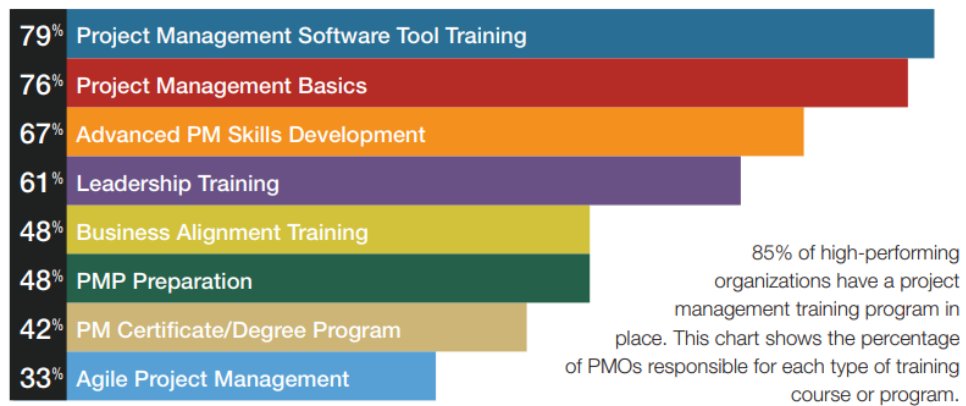


Fig 4.3

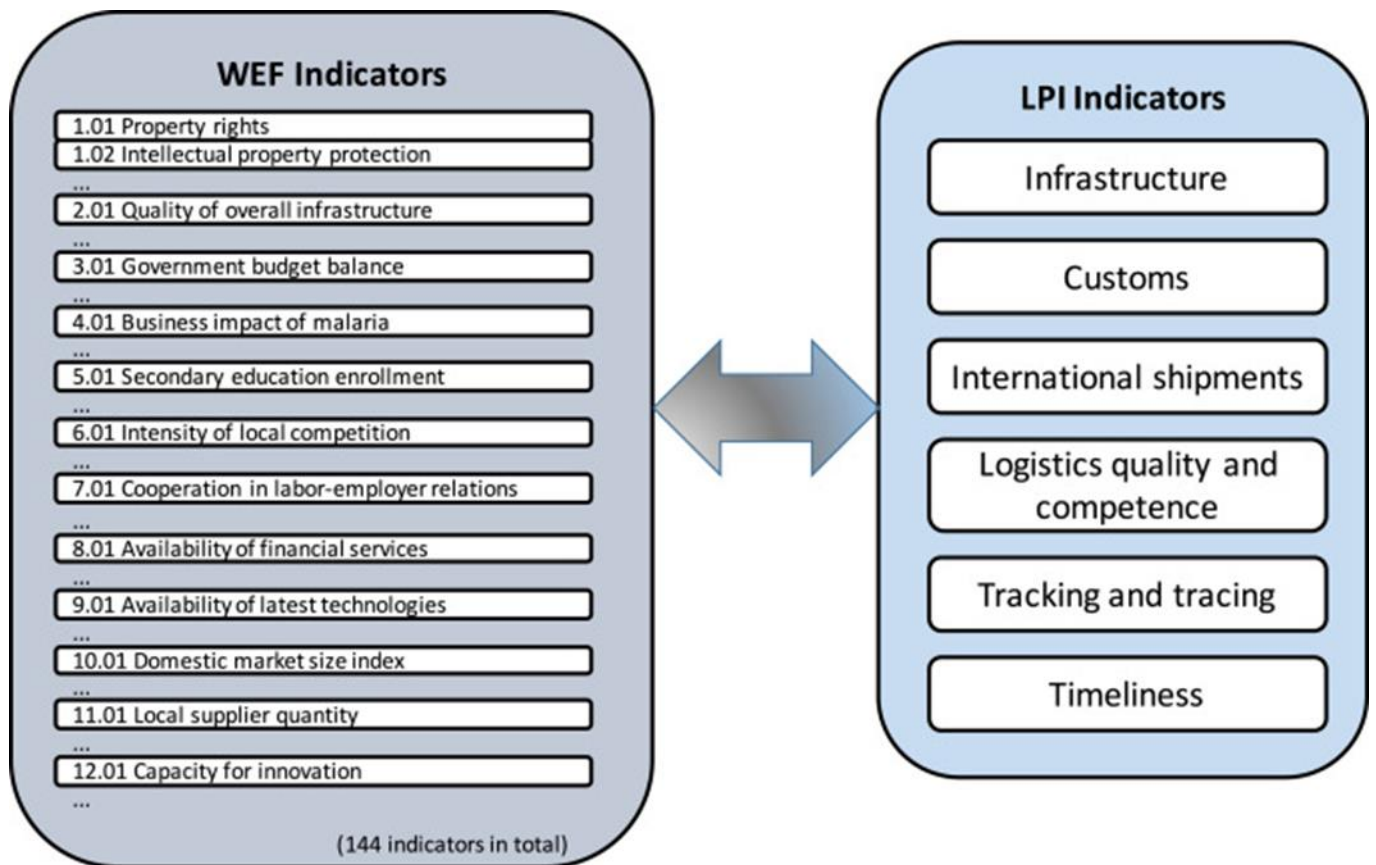


Fig 5.3 showing the external competitive factors involved in project-oriented business management