YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

EFFECT OF PROJECT PLANNING AND IMPLEMENTATION ON PROJECT SUCCESS AT BARONS & FUJIKURA EPC CO., LTD

HSU LWIN DWAY

EMBA II - 12

EMBA 20th BATCH (ONLINE)

JUNE, 2025

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ACADEMIC YEAR (2023 – 2025)

Supervised by:

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled "**Effect of Project Planning and Implementation on Project Success at Barons & Fujikura EPC Co., Ltd"** has been accepted by the Examination Board for awarding the degree of Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

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(Examiner)

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ABSTRACT

The objectives of the study are to analyze the effect of project planning on project implementation and to analyze the effect of project implementation on project success at Barons & Fujikura EPC Co., Ltd. The sample size for this study covers all 67 managerial levels employees in the project department during May 2025 and consists of project managers, assistant project managers, project coordinators, and site supervisors. A census sampling method is applied. The online survey method using google forms with structured questionnaire is applied to collect primary data. For data analysis, descriptive statistics and regression analysis are utilized. Secondary data sources include academic journals, textbooks, industry reports and previous research studies related to project management. The regression results indicate that personnel management and stakeholder involvement have significant and positive effect on top management support. Furthermore, material resource planning, communication management, personnel management and stakeholder involvement have significant and positive effect on project mission. The analysis also indicates that material resource planning, stakeholder involvement and personnel management have significant and positive effect on project management plan. Additionally, stakeholder involvement and personnel management have significant and positive effect on project schedule. Moreover, among project implementation factors, project schedule has a significant and positive effect on project success. Based on these findings, BFE should strengthen its project planning dimensions, particularly in personnel management, stakeholder involvement and continually refine its project implementation strategies with a strong focus on project schedule management.

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LIST OF ABBREVIATIONS

BFE	- Barons & Fujikura EPC Co., Ltd
BOD	- Board of Directors
EPC	- Engineering, Procurement and Construction
ISO	- International Organization for Standardization
LPG	- Liquefied Petroleum Gas
MBA	- Master of Business Administration
MMK	- Myanmar Kyat
MRP	- Materials Resource Planning
OHSAS	- Occupational Health and Safety Assessment Series
PMI	- Project Management Institute
SEZ	- Special Economic Zone
SOP	- Standard Operating Procedure

CHAPTER 1

INTRODUCTION

Myanmar, as a developing country, is undergoing rapid economic growth, particularly in sectors such as power transmission, distribution and telecommunication infrastructure. This growth is driven by the increasing demand for modernized infrastructure to support industrial and technological advancements. As the country works to enhance its infrastructure, the importance of effective project planning and implementation has become critical. The rising need for high-quality, efficient projects has led organizations to focus on optimizing project management techniques to ensure timely and cost-effective delivery while meeting stakeholders' expectations.

Project management refers to the systematic application of knowledge, skills, tools, and techniques to project activities to meet project requirements (PMI, 2013). It is a dynamic and multifaceted discipline, essential in ensuring the successful completion of projects (Kerzner, 2017). Project management encompasses a variety of tasks, including planning, coordination, resource management, risk management, and communication, all of which help to achieve a project’s objectives within specified time, cost, and quality constraints (PMI, 2017). It requires both technical expertise and leadership skills to guide teams effectively, mitigate risks and make critical decisions that effect the project's success (Schwalbe, 2015). As organizations grow and tackle increasingly complex projects, the role of project management becomes increasingly central to their ability to execute projects efficiently and sustainably (Lock, 2013).

Project planning is the process of defining the project's objectives, scope, schedule, resources, and risks, laying the groundwork for a structured and organized approach to execution (PMI, 2017). It involves the development of detailed plans that set the roadmap for project activities, identifying milestones, timelines, and resource allocations that will ensure project success (Schwalbe, 2015). Effective planning considers all aspects of a project, including human resources, budget, and materials, while also considering potential risks and challenges that may arise (Kerzner, 2017). Successful project planning is key to avoiding delays and cost overruns, providing the project team with clear guidelines and a framework for action (Lock, 2013). It is during this phase that the project’s scope and

objectives are aligned with stakeholder expectations, and strategies for managing potential uncertainties are devised (Pirotti et al, 2020).

Communication management in project planning refers to the systematic generation, collection, dissemination, and storage of project information. It ensures that relevant data reaches appropriate stakeholders in a timely manner, facilitating transparency and decision-making (PMI, 2017). Bourne (2016) emphasized that robust communication management helps manage expectations, resolve conflicts, and align team efforts. Effective communication minimizes misunderstandings, improves coordination, and fosters an environment where feedback loops contribute to project learning and improvement.

Personnel management is defined as the strategic process involved in acquiring, developing, and organizing human resources, which are essential for achieving project success (Smith, 2020). This includes recruitment based on competency requirements, continuous training to build skills, performance evaluation, and motivation to sustain productivity (Kerzner, 2017). Schwalbe (2015) asserted that successful personnel management promotes a collaborative culture, enhances team cohesion, and empowers individuals to contribute effectively to project objectives. It also involves conflict resolution and ensuring the well-being of team members to maintain high morale.

Material resource planning is the systematic process of forecasting, scheduling, and controlling physical resources, including materials, equipment, and supplies, which are required to carry out project activities effectively (Jones & Taylor, 2019). According to Lock (2013), the availability and timely delivery of materials are critical to avoid delays and budget overruns. Effective material planning requires integrating procurement processes, inventory management, and supplier coordination to ensure optimal resource utilization. Material resource planning is vital in large infrastructure projects where resource constraints and logistical challenges are common (PMI, 2017).

Stakeholder involvement refers to the process of identifying all individuals, groups, or organizations affected by or interested in the project, and ensuring their active engagement and communication throughout the project lifecycle (Freeman, 1984). It includes managing stakeholder expectations, soliciting feedback, and ensuring their concerns are addressed (Bourne, 2016). High levels of stakeholder involvement increase project acceptance, reduce resistance, and facilitate smoother execution. Kerzner (2017) found that stakeholder management is essential for aligning project goals with

organizational and community needs, particularly in public infrastructure projects with diverse interests.

Project implementation is the phase where the detailed project plan is put into action to achieve the defined outputs, ensuring that all planned activities are completed on time, within budget, and meet the specified quality standards (Kerzner, 2017). It requires orchestrating resources, activities, and personnel to fulfill project objectives while adapting to real-time challenges (Angelo, 2020). Implementation demands continuous monitoring, quality control, and change management to ensure alignment with project goals (Kerzner, 2017). Effective implementation transforms theoretical plans into practical results, emphasizing operational efficiency and responsiveness to unforeseen issues (Pirotti et al., 2020).

Top management support is the active endorsement and involvement of senior leadership in providing direction, resources, and authority to the project team, ensuring alignment with organizational goals and facilitating project success (Pinto & Slevin, 1987). Pinto and Slevin (1988) stated that projects with strong top management backing have higher success rates due to faster decision-making and obstacle removal. Cleland and Ireland (2007) highlighted that managerial support also enhances team motivation and legitimizes project priorities within the organization. Such support is critical in resolving conflicts and securing necessary organizational alignment.

The project mission is a clear and concise statement that defines the project's purpose, scope, and expected benefits, guiding decision-making and ensuring alignment with organizational goals (Pinto & Slevin, 1989). It provides a guiding vision that aligns the team's efforts and communicates intent to stakeholders (Kerzner, 2017). A well-crafted mission statement fosters commitment, clarifies objectives, and serves as a benchmark for evaluating project progress (PMI, 2017). It ensures all participants share a common understanding of what the project aims to achieve.

The project management plan is a comprehensive document that integrates all subsidiary plans, including those for scope, schedule, cost, quality, risk, communication, and procurement and it serves as a guide for project execution and control, ensuring alignment and coordination throughout the project lifecycle (PMI, 2017). Lock (2013) describes it as the blueprint for coordinating all project aspects, enabling proactive management of changes and risks. This plan is dynamic, updated as the project evolves,

and essential for maintaining consistency and stakeholder alignment throughout the project lifecycle.

The project schedule is a detailed plan that outlines the timeline, sequence of project activities and it identifies dependencies, milestones, and deadlines, helping to ensure that project tasks are completed on time and in the correct order (PMI, 2017). According to Kerzner (2017), an accurate schedule facilitates effective time management and resource allocation, helping to avoid bottlenecks and delays. Schwalbe (2015) found that schedule monitoring allows early detection of variances, enabling corrective actions to keep the project on track. Maintaining a realistic and flexible schedule is crucial, particularly for complex infrastructure projects.

Project success is a multifaceted concept involving the achievement of project objectives within scope, cost, time, and quality constraints, while fulfilling stakeholder expectations and delivering value (PMI, 2017). Kerzner (2017) emphasized that success includes long-term organizational benefits, such as improved reputation and operational capacity. Abdi (2020) showed that project success should also consider social effect and sustainability. Critical factors influencing success include effective leadership, risk management, clear communication, and skilled teams (Lock, 2013; Schwalbe, 2015).

In Myanmar, Barons & Fujikura EPC Co., Ltd. serves as a study of how effective project management can contribute to national development. Established in 2015 as a joint venture between Myanmar's Barons Group and Japan's Fujikura Group, the company specializes in delivering Engineering, Procurement, and Construction (EPC) services. It focuses particularly on infrastructure projects that support power transmission, distribution, and telecommunication. As one of the few firms capable of managing complex, large-scale EPC projects, the company plays a vital role in modernizing the country's energy and communications infrastructure. One of its most notable achievements is the construction of Myanmar's largest 500kV substation, which represents a milestone in the country's electricity transmission capabilities.

The company's growth and success can be attributed to its adoption of comprehensive project management practices, strong leadership, and technical innovation. By applying systematic planning, resource management, and stakeholder coordination, Barons & Fujikura EPC Co., Ltd. has demonstrated how effective project management can lead to transformative infrastructure outcomes. Its continued commitment to technical

excellence and reliability has earned it a respected position among both public and private sector clients. Through its projects, the company not only addresses immediate infrastructure needs but also contributes to Myanmar's long-term economic development and regional connectivity.

By focusing on Barons & Fujikura EPC Co., Ltd, this study intends to provide practical insights into how structured project management methodologies can contribute to national development objectives, enhance organizational effectiveness, and deliver high-effect infrastructure projects. This study aims to explore the critical role of project management practices including project planning, project implementation, and the factors influencing project success in the context of Myanmar's infrastructure sector. The findings are expected to benefit both practitioners and policymakers by offering a framework for improving project execution in Myanmar's emerging economy.

1.1 Rationale of the Study

Myanmar's power and telecommunication sectors are undergoing rapid growth, increasing the demand for reliable, high-quality infrastructure. As a leading EPC contractor, Barons & Fujikura EPC Co., Ltd plays a pivotal role in developing essential transmission and distribution networks nationwide. Its responsibility for large, complex projects with diverse stakeholders and significant financial investments requires rigorous project planning and implementation. Enhancing these processes is vital to managing risks, optimizing resources, and ensuring compliance, ultimately securing project success.

Project success is crucial for Barons & Fujikura EPC Co., Ltd as it represents the realization of project goals within scope, time, cost, and quality constraints. Achieving success ensures the company's credibility in Myanmar's competitive market, enabling future contract acquisition and long-term sustainability. Beyond meeting deliverables, project success also means fulfilling stakeholder expectations, enhancing customer satisfaction, and contributing to national development goals in power and telecommunication infrastructure. It is through consistent project success that BFE strengthens its reputation, secures financial stability, and drives growth in a challenging economic and regulatory environment.

Project implementation is a key factor that directly affects project success by transforming plans into actual deliverables. At BFE, implementation is a complex process involving coordination of multiple teams, adherence to stringent safety and quality standards, and effective resource deployment. Success in this phase requires agile management capable of addressing unforeseen obstacles and making real-time decisions that keep projects on track. Implementation effectiveness minimizes costly rework, prevents schedule slippage, and ensures that the project objectives are met with minimal disruptions, thereby safeguarding investment and client trust.

Within project implementation, top management support is vital as it provides the leadership, authority, and resources necessary to empower project teams. Active involvement of senior management at BFE ensures strategic alignment between project goals and organizational priorities. Top management facilitates rapid decision-making, risk mitigation, and resource mobilization, especially critical in large-scale EPC projects where delays or miscommunications can cascade into significant issues. Without strong leadership backing, projects risk losing direction and momentum, making this support an indispensable pillar of successful execution.

A clear project mission is important as it defines the purpose, scope, and expected outcomes of the project, providing a focused direction to all participants. For BFE, a well-articulated mission helps unify multidisciplinary teams around common goals, ensuring clarity and motivation throughout project execution. It serves as a constant reference point that guides planning, implementation, and problem-solving efforts, reducing ambiguity and aligning stakeholder expectations.

The project management plan is crucial because it consolidates all subsidiary plans covering scope, schedule, cost, quality, risk, communication, and procurement into a comprehensive framework for execution and control. At BFE, this plan acts as a roadmap that guides teams through complex project stages, ensuring consistent application of standards and processes. It enables proactive identification of risks and facilitates timely adjustments, thereby maintaining project alignment with business objectives. The dynamic nature of this plan means it must be regularly updated to reflect changes, ensuring relevance throughout the project lifecycle.

Maintaining a realistic project schedule is essential to organize tasks, allocate resources efficiently, and monitor progress. BFE faces significant logistical challenges,

including coordinating contractors, suppliers, and regulatory inspections across various locations. An accurate schedule allows early detection of delays and bottlenecks, enabling corrective actions that prevent cascading failures. Scheduling also enhances transparency for stakeholders, fostering trust and cooperation essential for complex projects.

Project planning is fundamental for effective project management because it establishes the groundwork for all subsequent activities. It enables organizations like BFE to anticipate challenges, align resources, and set realistic timelines and budgets. Without robust planning, project execution becomes reactive and inefficient, increasing risks of delays, cost overruns, and stakeholder dissatisfaction. Hence, project planning is a critical enabler for both smooth implementation and eventual project success, ensuring that strategic objectives are translated into actionable and coordinated efforts.

Turning to project planning, communication management is a key factor that ensures accurate, timely, and appropriate exchange of information among all project stakeholders. Effective communication minimizes misunderstandings and conflicts that can disrupt workflows. For BFE, which collaborates with numerous internal and external parties, robust communication channels are vital for synchronizing efforts, disseminating updates, and quickly resolving issues. This variable promotes transparency, accountability, and knowledge sharing, enhancing overall project coherence.

Personnel management is important because human resources are the backbone of project delivery. BFE's projects require a skilled workforce with technical expertise and strong teamwork capabilities. Personnel management involves recruiting the right talent, providing ongoing training, managing performance, and maintaining motivation. Properly managed personnel contribute to higher productivity, better quality outputs, and lower turnover factors critical in sustaining project momentum and preserving institutional knowledge.

Material resource planning is critical as it focuses on forecasting, procuring, and scheduling the physical resources needed for project tasks. Delays or shortages in materials can cause significant project disruptions and increased costs. BFE operates in a market where material costs fluctuate, and supply chains may be unpredictable. Effective material planning ensures that equipment and supplies are available at the right time and place, optimizing inventory levels and preventing waste. This variable directly effects budget adherence and schedule reliability.

Stakeholder involvement is crucial to gaining support, managing expectations, and addressing concerns from all parties affected by the project. BFE's infrastructure projects often involve government agencies, local communities, suppliers, and financiers. Proactive stakeholder engagement fosters trust, mitigates resistance, and facilitates smoother regulatory approvals and community relations. High stakeholder involvement contributes to project legitimacy and long-term sustainability by aligning diverse interests with project objectives.

This study aims to examine how project planning and implementation affected on project success at Barons & Fujikura EPC Co., Ltd. By exploring the roles of communication management, personnel management, material resource planning, and stakeholder involvement in project planning, as well as top management support, project mission, project management plan, and project scheduling in project implementation, this study seeks to uncover critical pathways to improving project outcomes.

1.2 Objectives of the Study

This study has two main objectives:

(1) To analyze the effect of project planning on project implementation at Barons & Fujikura EPC Co., Ltd, and
(2) To analyze the effect of project implementation on project success at Barons & Fujikura EPC Co., Ltd.

1.3 Scope and Method of the Study

This study focuses on project planning, implementation and project success within Barons & Fujikura EPC Co., Ltd. Primary data are collected through a structured questionnaire using a 5-point Likert scale. The survey targets employees at managerial levels, including project managers, assistant project managers, project coordinators, and site supervisors, with a total of 67 respondents from the project department in 2025. The census sampling method is applied. The online survey method using Google Forms with structured questions is applied to collect primary data. For data analysis, descriptive statistics and regression analysis are utilized. Secondary data sources include academic

journals, textbooks, industry reports and previous research studies related to project management.

1.4 Organization of the Study

This study composed of five chapters. Chapter one is about the introduction of this study. It includes the rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two presents an overview of relevant literature including the theoretical background, previous studies and conceptual framework of the study. Chapter three presents the profile and project success practices, demographic profile and reliability analysis of the variables in Barons & Fujikura EPC Co., Ltd. Chapter four includes an analysis of the effect of project planning and implementation on project success at Barons & Fujikura EPC Co., Ltd. Chapter five presents the findings and discussions, suggestions and recommendations and the needs for further research.

CHAPTER 2

THEORECTICAL BACKGROUND

The theoretical background of this study is based on the concepts of project planning, project implementation, and project success. This chapter also explores previous studies and conceptual framework of the study, emphasizing the relationship between project planning, implementation, and project success.

2.1 Project Planning

According to Ahamed (2010), project planning is a critical process that involves defining the work to be performed, estimating the resources and time required, and developing a structured approach to achieve the project's objectives. Hutka (2009) asserted that effective planning is essential for controlling project activities, particularly in complex projects where multiple variables and stakeholders are involved. The absence of a robust project plan leads to mismanagement, cost overruns, and delays. Dai and Wells (2004) highlighted that many project failures stem from inadequate planning, emphasizing the need for comprehensive approaches to anticipate challenges and allocate resources effectively. Project planning is not just about creating schedules or budgets; it fosters innovation by allowing teams to proactively address potential issues before they arise (Caughron & Mumford, 2008). Additionally, it serves as a mechanism to communicate the project's objectives clearly, align team members, and establish measurable benchmarks that monitor progress and quality (Gelbard & Carmeli, 2009; Soderholm, 2008).

2.1.1 Communication Management

According to Meng (2012), communication management in construction projects is the systematic planning, implementing, monitoring, and revision of all the channels of communication within an organization, and between organizations, to ensure smooth information flow and minimize misunderstandings and disputes. Turner and Müller (2004) started that the success of many projects hinges on clear, timely, and appropriate communication among stakeholders. This involves setting communication objectives,

determining what information should be shared, how frequently, and by whom. Effective communication planning reduces ambiguity, enhances cooperation, and facilitates conflict resolution, all of which are critical in multifaceted projects with various internal and external stakeholders (Bourne, 2016). Moreover, the advent of digital communication tools has expanded the avenues for collaboration but also increased the complexity of managing information, making formal communication management indispensable.

2.1.2 Personnel Management

Personnel management in project management refers to the systematic approach to managing the project team by planning, organizing, directing, and controlling human resources throughout the project lifecycle (Schwalbe, 2015). It focuses on selecting the right individuals, assigning roles and responsibilities, maintaining motivation and performance, and resolving interpersonal issues to ensure that the project team functions effectively and efficiently. Kerzner (2006) emphasized that the competence, motivation, and coordination of personnel directly affect project outcomes. Personnel management includes recruiting individuals with appropriate skill sets, providing training to close skill gaps, and continuously evaluating performance to ensure alignment with project needs. In infrastructure projects, where technical skills and safety compliance are paramount, managing personnel effectively ensures operational excellence and reduces errors and accidents. Additionally, personnel management contributes to building a cohesive team culture that fosters collaboration, innovation, and resilience in the face of project challenges (Schwalbe, 2015).

2.1.3 Material Resource Planning

Material resource planning is a systematic approach to calculating the materials and components required to manufacture a product or complete a project (Heizer et al., 2017). In project management, material resource planning ensures that the right materials are available at the right time, in the right quantity, and at the right cost, aligning material availability with project schedules and minimizing delays and waste (Jacobs & Chase, 2018). Material resource planning is essential for managing the physical inputs that enable project activities. Slack et al. (2010) described material resource planning as a process that

integrates demand forecasting, procurement scheduling, and inventory control to ensure materials are available precisely when needed. Poor material management can result in costly delays, wastage, and compromised project quality. Materials often have specialized specifications and require precise handling, making material resource planning is a complex but critical process. Effective material planning also involves contingency management for supply chain disruptions, which have become more prevalent in globalized industries. Thus, MRP not only affects logistical efficiency but also effects cost management and stakeholder satisfaction (Lock, 2013).

2.1.4 Stakeholder Involvement

Stakeholder involvement refers to the active participation of individuals, groups, or organizations that are affected by or can affect a project (Freeman, 1984). In project management, it encompasses identifying stakeholders, understanding their needs and expectations, and engaging them appropriately throughout the project lifecycle to ensure their concerns are addressed and to foster support for the project (Yang & Shen, 2015). Freeman's (1984) stakeholder theory underscored the necessity of recognizing and engaging all parties who influence or are influenced by a project. Stakeholder involvement is a dynamic process that extends throughout the project lifecycle, from requirements gathering to project closeout. Active engagement helps to uncover hidden needs, build consensus, and reduce resistance to change, which are vital for project acceptance and sustainability (Bourne, 2016). Infrastructure projects often affect a wide array of stakeholders including local communities, regulatory bodies, and clients, each with distinct priorities and concerns. Managing these interests requires transparent communication, negotiation, and sometimes conflict resolution skills, all contributing to smoother project progression and enhanced reputational outcomes.

2.2 Project Implementation

Project implementation refers to the process of putting project plans into action, mobilizing resources, executing tasks, and controlling project activities to achieve specific objectives within the defined scope, time, and budget (Kerzner, 2017). Project implementation is where plans are put into action and the theoretical design of the project

is transformed into real-world outputs. Pinto and Slevin (1987) found that this phase is critical; no matter how comprehensive the plan, ineffective implementation can derail a project. This phase requires strong coordination, resource management, and adaptive leadership to address challenges that inevitably arise. The dynamic nature of projects demands flexibility while maintaining control over quality, cost, and schedule parameters. Successful implementation reflects the organization's ability to align human, material, and financial resources effectively to meet or exceed project objectives (Angelo, 2020; Pirotti et al., 2020).

2.2.1 Top Management Support

Top management support refers to the active involvement and commitment of senior executives and organizational leaders in providing the necessary resources, authority, and guidance to ensure the success of a project (Angelo, 2020; Pirotti et al., 2020). It includes championing the project, facilitating decision-making, resolving conflicts, and sustaining stakeholder engagement throughout the project lifecycle. Top management support is critical for project success, as it provides strategic direction, resource allocation, and empowers project teams to overcome obstacles" (Pinto & Slevin, 1988). Young and Jordan (2008) identified top management support as one of the most powerful predictors of project success. It involves more than just funding; it requires active leadership, strategic oversight, and advocacy within the organization. This support legitimizes projects and ensures they receive priority attention, facilitating cross-functional cooperation and resource mobilization. For large projects, where complexities and risks are high, top management's role includes championing compliance with regulations and fostering a culture of accountability and excellence (Cleland & Ireland, 2007). Without visible and sustained support from the top, projects may suffer from inadequate resources, slow decision-making, and diminished morale.

2.2.2 Project Mission

The project mission is clearly defined the reason for the project's existence and guides the project team by outlining the expected outcomes and aligning efforts toward achieving the defined objectives (Cleland & Ireland, 2006). The project mission functions

as the guiding star for all project activities. Pinto and Slevin (1989) expressed that a clearly articulated mission aligns team members' efforts and clarifies the scope and objectives, which is crucial for decision-making and prioritization. In environments prone to change, such as large infrastructure projects, the mission provides continuity and a common reference point. It helps prevent scope creep and ensures that all project decisions contribute toward achieving the intended outcomes (Kerzner, 2017).

2.2.3 Project Management Plan

The project management plan is a formal, approved document that outlines how the project will be executed, monitored, and controlled, integrating all subsidiary management plans and baselines essential for effective project management (PMI, 2017). The project management plan is the central document that orchestrates all facets of project governance (PMI, 2017). It synthesizes subsidiary plans into a cohesive whole, guiding execution, monitoring, and control efforts. This plan serves as the baseline against which project performance is measured and deviations are managed. Its effectiveness depends on comprehensiveness, clarity, and flexibility to adapt to changing circumstances. For complex projects, the project management plan is indispensable in coordinating diverse activities and stakeholders, ensuring alignment with strategic goals (Lock, 2013).

2.2.4 Project Schedule

A project schedule is a detailed plan that outlines the timing, sequence of project activities, milestones, start and finish dates, resource allocations, task dependencies, and critical path activities to ensure the project is completed on time (PMI, 2017). Kerzner (2009) highlighted the importance of the project schedule in organizing work logically and efficiently. The schedule provides detailed timelines, sequencing, and resource assignments that enable the team to manage workloads and meet deadlines. It is an essential tool for communication with stakeholders and for detecting potential delays early. Maintaining schedule integrity through proactive monitoring and adjustment supports timely delivery and cost control, particularly important in projects with interdependent activities and strict contractual obligations (Schwalbe, 2015).

2.3 Project Success

Project success is traditionally measured by the ‘iron triangle’ of scope, time, and cost; however, contemporary views also consider customer satisfaction, project team satisfaction, and the realization of business benefits as key criteria (Jugdev & Müller, 2005). Project success is defined as the degree to which a project meets its pre-established objectives related to scope, time, cost, and quality (De Wit, 1988). These constraints, often called the “iron triangle,” serve as the primary performance indicators in classical project management literature (Atkinson, 1999). Successfully completing a project within these parameters reflects operational efficiency and the effective coordination of resources (Pinto & Slevin, 1987). However, these traditional metrics alone are insufficient to capture the full extent of what constitutes project success (Baccarini, 1999).

Stakeholder perception influences the subjective evaluation of project outcomes, which may differ significantly from objective measures (Müller & Jugdev, 2012). Projects that achieve the iron triangle but fail to satisfy stakeholders’ needs are often regarded as unsuccessful in practice (Shenhar et al., 2001). Therefore, project success must integrate both objective and subjective criteria (Pinto & Slevin, 1987).

Beyond meeting immediate deliverables, project success includes the realization of long-term benefits aligned with strategic goals (Shenhar et al., 2001). This benefits realization perspective requires evaluating whether the project’s outputs contribute positively to organizational performance, competitive advantage, or societal welfare over time (Thomas & Fernández, 2008). Projects that fail to deliver sustained value may be deemed unsuccessful despite satisfying initial constraints (Jugdev & Müller, 2005). Thus, success must be considered a dynamic and ongoing process rather than a one-time achievement (Cooke-Davies, 2002).

Operational success encompasses compliance with technical, safety, and regulatory standards, which are critical in sectors such as engineering and infrastructure (Kerzner, 2017). Meeting these standards ensures that projects produce outputs that are reliable, maintainable, and sustainable in the long term (Shenhar et al., 2001). Furthermore, social and environmental responsibilities have emerged as important components of project success, reflecting the increased emphasis on sustainable development and ethical project delivery (Silvius & Schipper, 2014). Incorporating these dimensions acknowledges that

project success must also consider affects on communities and ecosystems (Gareis, Huemann, & Martinuzzi, 2013).

Multiple frameworks conceptualize project success across different dimensions and phases. Jugdev and Müller (2005) identified four levels of assessing success: project efficiency, effect on the customer, business success, and preparing the organization for future challenges. This multidimensional approach recognizes that projects not only deliver immediate results but also influence organizational learning and strategic positioning (Bourne & Walker, 2005). Effective leadership, clear goal-setting, adaptive planning, and stakeholder engagement are widely identified as drivers that influence these success dimensions (Pinto & Slevin, 1987; Müller & Turner, 2007).

Moreover, the dynamic and complex nature of projects, especially large infrastructure projects like those requires a flexible and holistic approach to success evaluation (Zwikael & Smyrk, 2012). The interdependencies among project objectives, stakeholder interests, and external environmental factors demand continuous monitoring and adaptation (Meredith & Mantel, 2011). This adaptability enhances the project's capacity to respond to risks, changing requirements, and emerging opportunities (Kerzner, 2017).

Project success is a broad, integrative construct that balances measurable project performance with qualitative stakeholder satisfaction and long-term value creation (Atkinson, 1999; Shenhar et al., 2001). It requires that projects meet their initial technical and financial goals while also delivering sustainable benefits and maintaining positive relationships with stakeholders throughout the project lifecycle and beyond (Jugdev & Müller, 2005). This comprehensive understanding of success enables project managers and organizations to implement more effective strategies and improve the likelihood of delivering valuable outcomes in complex project environments.

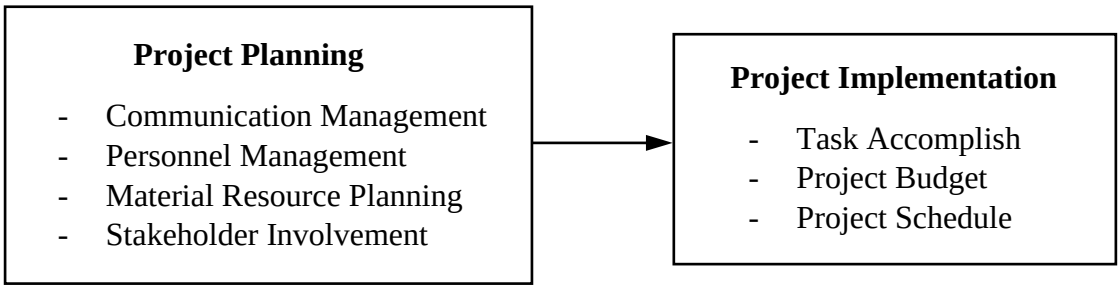
2.4 Previous Studies

In developing the conceptual framework of this study, previously conducted papers are analyzed and reviewed. This study adopts and integrates conceptual frameworks from relevant past research to examine the effects of project planning and implementation on project success.

2.4.1 Conceptual Framework of Abdi

The first previous study was done by Abdi (2020). He investigated the relationship between project planning and project implementation in the context of infrastructure projects managed by Safaricom Limited in Kenya. The purpose of the study was to examine the effect of project planning on project implementation in infrastructure projects managed by Safaricom Limited in Mombasa County, Kenya. This study used a quantitative approach, collecting data from 99 project managers through structured questionnaires. Data were analyzed using descriptive statistics and regression analysis. The conceptual model of Abdi (2020) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Abdi



Source: Abdi (2020)

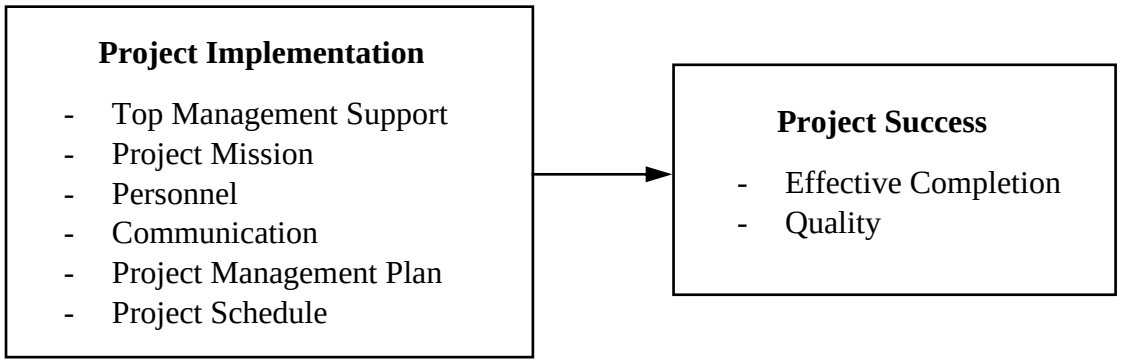
This study showed that project planning factors communication management, personnel management, material resource planning and stakeholder involvement significantly enhanced project implementation.

2.4.2 Conceptual Framework of Pirotti et al.

The second previous study was conducted by Pirotti et al. (2020). He explored the effect of communication, top management support, project mission, personnel management and project scheduling on project success within the Malaysian construction industry. The research was conducted among construction companies registered with the Construction Industry Development Board (CIDB) in Kuala Lumpur, Malaysia. The purpose of the study was to examine how these five factors influence project success in the construction sector. A quantitative approach was used, collecting data via structured questionnaires distributed to managers and employees. This study used a quantitative approach, collecting data from 150 respondents through structured questionnaires. The data were analyzed using

descriptive statistics and linear regression to examine the relationships between the variables. The conceptual framework of Pirotti et al. (2020) is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Pirotti et al.



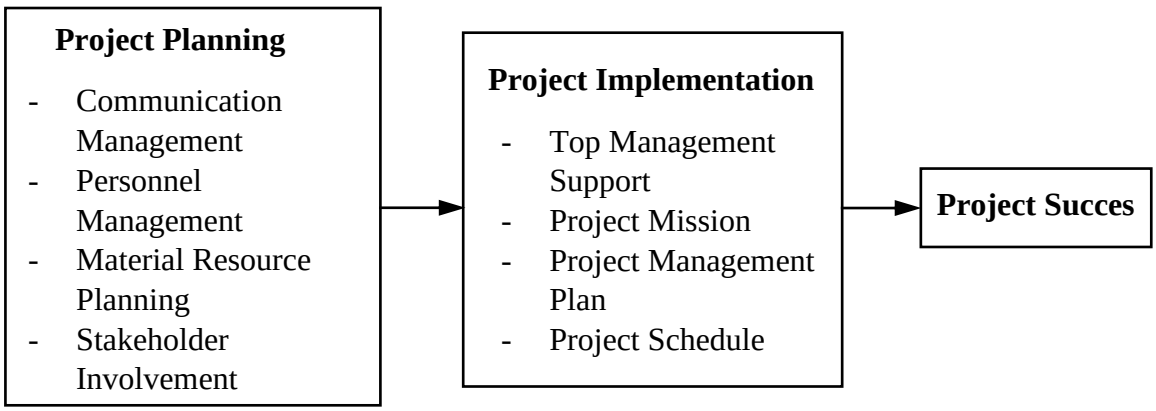
Source: Pirotti et al. (2020)

This study found that communication, top management support, project mission and personnel management significantly contributed to project success, while the project schedule showed a weak and statistically insignificant effect.

2.5 Conceptual Framework of the Study

Figure (2.3) presents the conceptual framework of this study. It demonstrates the effect of project planning and project implementation on project success at Barons & Fujikura EPC Co., Ltd. This conceptual framework is mainly developed from Abdi (2020) and Pirotti et al. (2020).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2025)

According to the conceptual framework, the independent variables include project planning factors such as communication management, personnel management, material resource planning, and stakeholder involvement. These variables are used to assess their combined effect on project implementation. In turn, project implementation contributes to the achievement of project success.

In the first component of the framework, based on Abdi (2020), project planning is considered the independent variable and project implementation is the dependent variable. In the second component, according to Pirotti et al. (2020), project implementation acts as the independent variable influencing project success as the dependent variable.

CHAPTER 3

PROFILE, PROJECT PLANNING AND IMPLEMENTATION IN BARONS & FUJIKURA CO., LTD

This chapter presents a detailed overview of Barons & Fujikura EPC Co., Ltd., highlighting its company background, vision, mission, core principles, organizational structure, and project management approaches. Additionally, this chapter outlines the demographic characteristics of the respondents and discusses the reliability analysis.

3.1 Profile of Barons & Fujikura EPC Co., Ltd

Barons & Fujikura EPC Co., Ltd. is a joint venture established in 2015 between Myanmar's Barons Group and Japan's Fujikura Group, operating under Myanmar's Foreign Investment Law. Headquartered in Yangon with a branch office in Nay Pyi Taw, BFE specializes in Engineering, Procurement, and Construction services for critical infrastructure projects across Myanmar's power, telecommunications, and transportation sectors.

The company traces its origins to Myanmar Iwatani LPG Trading, founded in 1997, before transitioning to engineering services under the Barons Group in 2002. The joint venture with Fujikura was formalized to deliver large-scale infrastructure projects, such as the Thilawa access road development, which significantly enhanced connectivity to the Thilawa special economic zone. BFE is currently pursuing ISO 9001:2005 and OHSAS 18001:2007 certifications to standardize and improve its project execution and safety management systems.

BFE's project portfolio includes the construction of high-voltage transmission lines up to 500kV, deployment of extensive fiber-optic networks, and railway electrification systems. Notable projects include the 230kV Hlaing River transmission line, which features Myanmar's tallest transmission tower, underground power line installations in central Yangon, and the 33kV underground power line project within Thilawa SEZ Zone A. In telecommunications, the company has installed over 1,100 kilometers of fiber-optic infrastructure serving major network providers. The Thilawa access road project exemplifies BFE's capability to integrate civil engineering with electrical infrastructure development effectively.

BFE maintains close technical partnerships with Japanese engineering firms and complies rigorously with international standards and Myanmar's regulatory requirements. Its project teams combine local knowledge with Fujikura's global engineering expertise, a synergy clearly demonstrated in complex projects like the 500kV national grid expansion and railway signaling modernization efforts.

3.1.1 Vision, Mission and Core Values of Barons & Fujikura EPC Co., Ltd

Barons & Fujikura EPC Co., Ltd. is driven by a well-defined vision, mission, and set of core values that direct its strategic objectives and operational conduct. These principles reflect BFE's commitment to excellence in delivering engineering, procurement, and construction services across Myanmar's power transmission, telecommunications, and transportation sectors. Grounded in a partnership between Myanmar's Barons Group and Japan's Fujikura Group, BFE's guiding framework supports its role as a leader in infrastructure development and helps foster trust among clients, partners, and communities.

The vision of Barons & Fujikura EPC Co., Ltd. is to be recognized as Myanmar's premier EPC contractor, renowned for its innovative engineering solutions, technical expertise, and sustainable practices. This vision underscores BFE's ambition to set new benchmarks in project quality, safety, and efficiency while contributing significantly to the nation's modernization and economic growth. By fostering a culture of innovation and continuous improvement, BFE aims to enhance Myanmar's connectivity and infrastructure resilience.

The mission of Barons & Fujikura Co., Ltd. is to deliver high-quality, reliable, and culturally sensitive infrastructure projects that meet the evolving needs of Myanmar's society. BFE commits to upholding international standards, integrating cutting-edge technology, and nurturing local talent. Its mission includes a dedication to ethical business practices, environmental stewardship, and the enhancement of social welfare through infrastructure that supports sustainable development.

Core values at BFE include professionalism, integrity, safety, innovation, and teamwork. Professionalism guides BFE's commitment to delivering superior services and maintaining transparency with stakeholders. Integrity ensures ethical conduct in all operations, fostering trust and long-term partnerships. Safety is paramount, with the company rigorously adhering to international occupational health and safety standards such

as ISO 9001:2005 and OHSAS 18001:2007 to protect employees and communities. Innovation drives BFE to adopt advanced engineering methods and technologies, improving project efficiency and outcomes. Teamwork emphasizes collaboration across multidisciplinary teams, promoting a culture of shared responsibility and collective success.

These values are reflected in BFE's approach to project management and execution, which blends local expertise with global best practices. The company maintains strategic partnerships with Japanese engineering firms, enhancing technical capabilities while complying with Myanmar's regulatory framework. BFE's workforce comprises skilled professionals committed to continuous learning and excellence, enabling successful delivery of complex projects such as the 500kV national grid expansion, extensive fiber-optic deployments, and railway electrification systems.

BFE's vision, mission, and core values are operationalized through comprehensive training programs, safety initiatives, and community engagement. By investing in employee development and adopting internationally certified management systems, BFE strives to uphold the highest standards of quality and safety. Its commitment to environmental and social responsibility ensures that infrastructure development positively affects Myanmar's communities and ecosystems.

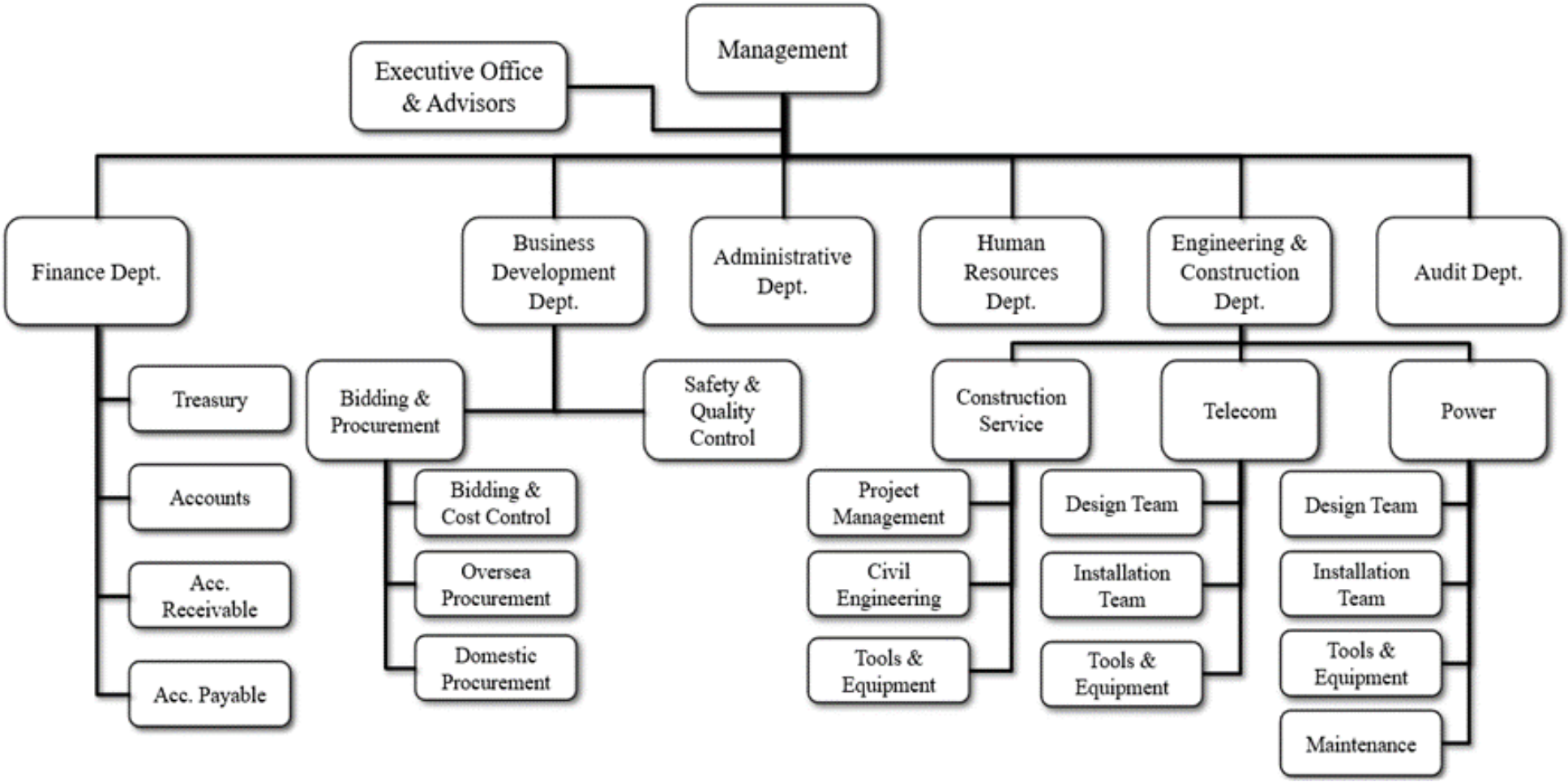
Through these guiding principles, Barons & Fujikura EPC Co., Ltd. not only contributes to Myanmar's infrastructural advancement but also strengthens its position as a reliable and innovative EPC contractor. Its dedication to excellence and sustainable growth aligns with Myanmar's national development goals, positioning BFE as a pivotal player in the country's economic future.

3.1.2 Organization Structure of Barons & Fujikura EPC Co., Ltd

The organizational structure of Barons & Fujikura EPC Co., Ltd is designed to efficiently support the company's operations as a leading engineering, procurement, and construction contractor in Myanmar's power, telecommunications, and transportation sectors. This hierarchical framework enables clear delegation of responsibilities, effective communication, and alignment of departmental goals with BFE's strategic vision of quality, safety, and innovation. The Management team, supported by an Executive Office

& Advisors, provides overall strategic oversight and guidance to ensure operational integrity and sustainable growth. The organization chart of BFE is depicted in Figure (3.1).

Figure (3.1) Organization Chart of Barons & Fujikura EPC Co., Ltd



Source: Barons & Fujikura EPC Co., Ltd (2025)

The finance department manages the company's financial resources, ensuring fiscal discipline and transparency. It includes the treasury division, responsible for cash flow management; the accounts division, handling bookkeeping and financial record-keeping; accounts receivable, managing incoming payments; and accounts payable, overseeing disbursements to suppliers and contractors. This department plays a crucial role in supporting BFE's project execution by ensuring timely funding and adherence to budgetary constraints.

The business development department focuses on securing new contracts and maintaining efficient procurement strategies. It comprises bidding & cost Control, overseas procurement, and domestic procurement units. The bidding & cost control team prepares competitive bids and monitors costs, while the overseas and domestic procurement teams manage supplier relations and the timely sourcing of materials and equipment, which is vital for maintaining project schedules and cost efficiency.

The administrative department houses the safety & quality control division, which enforces compliance with international and local standards, including ISO 9001:2005 and OHSAS 18001:2007 certifications. This department monitors safety protocols and quality assurance measures across all projects, minimizing risks and ensuring that BFE's commitments to health, safety, and environmental standards are met.

The human resources department includes the construction service department, a pivotal operational division that manages the direct delivery of infrastructure projects. The construction service department consists of three specialized units: project management, civil engineering, and tools & equipment. The project management unit is the backbone of this department and plays a central role in coordinating all project related activities, from initial planning and scheduling to resource allocation and execution oversight. Project managers ensure that all projects adhere to established quality, budget, and timeline targets by effectively liaising with engineers, suppliers, subcontractors, and clients. They implement risk management strategies, monitor progress through regular reporting, and facilitate problem-solving to maintain project momentum and stakeholder satisfaction. The civil engineering unit supports these efforts by providing technical expertise in design validation, structural assessments, and on-site supervision, ensuring that construction adheres to engineering standards and regulatory requirements. Meanwhile, the tools & equipment unit manages the logistics, maintenance, and deployment of machinery and tools essential for field operations, guaranteeing that construction teams have reliable resources

to perform their tasks efficiently. Together, these units form the operational heart of BFE's project delivery capability, transforming strategic plans into tangible infrastructure developments.

The engineering & construction department is a core component of BFE, divided into telecom and power units, each structured to deliver specialized infrastructure projects efficiently and with high technical precision. Within this department, the construction service department plays a pivotal role, encompassing project management, civil engineering, and tools & equipment units. The project management unit serves as the operational backbone, overseeing project planning, resource allocation, execution monitoring, and coordination across multidisciplinary teams. Project managers ensure that projects meet quality, budget, and schedule targets by managing communications among engineers, subcontractors, suppliers, and clients, while implementing risk mitigation and progress control measures. The civil engineering unit provides critical technical expertise, conducting design reviews, structural analyses, and supervising construction to maintain compliance with engineering and regulatory standards. The tools & equipment unit manages procurement, maintenance, and deployment of machinery and tools to ensure uninterrupted field operations. The telecom and power units include design teams responsible for technical planning and Installation Teams that execute system deployments. The power unit also comprises a maintenance division tasked with ongoing system upkeep and troubleshooting to ensure electrical infrastructure reliability. This comprehensive structure enables BFE to provide end-to-end engineering and construction services that meet client expectations and adhere to safety and quality standards.

The audit department conducts internal reviews to ensure financial, operational and regulatory compliance. Through regular audits, this department promotes accountability and transparency within BFE's operations, safeguarding stakeholder interests and reinforcing governance standards.

BFE's organizational structure balances centralized management with specialized departmental expertise, enabling agile decision-making and effective project delivery. Close collaboration between departments fosters a cohesive working environment that drives the company's mission of delivering innovative, safe and high-quality infrastructure solutions. This structure supports BFE's leadership position in Myanmar's infrastructure development sector, ensuring sustainable growth and client satisfaction.

3.2 Project Planning at Barons & Fujikura EPC Co., Ltd

Project planning at Barons & Fujikura EPC Co., Ltd is integral to the success of large-scale infrastructure projects. Effective planning lays the foundation for smooth execution and ensures that all project objectives are aligned with organizational goals. This section examines the role of project planning in contributing to project success at BFE, focusing on key variables such as communication management, personnel management, material resource planning and stakeholder involvement. These elements in the planning phase are crucial for setting clear expectations, resource allocation and stakeholder alignment, which directly affect the efficiency and effectiveness of project execution.

3.2.1 Communication Management at Barons & Fujikura EPC Co., Ltd

Effective communication management is a key aspect of project planning at Barons & Fujikura EPC Co., Ltd. Clear communication channels ensure that all relevant stakeholders, including project teams, clients, suppliers and contractors, are aligned in their objectives and responsibilities. BFE ensures that information is shared efficiently, reducing misunderstandings and promoting coordinated actions. Communication management in project planning involves setting clear communication objectives, selecting appropriate communication methods and determining the frequency of communication. By establishing robust communication frameworks, BFE fosters transparency and enhances collaboration, which in turn helps streamline project execution and reduces the risk of delays or conflicts.

3.2.2 Personnel Management at Barons & Fujikura EPC Co., Ltd

Personnel management in project planning at BFE ensures that the right individuals with the necessary skills and competencies are assigned to appropriate tasks. This practice focuses on workforce planning, recruitment and performance management to ensure that employees are capable of executing their roles effectively. BFE prioritizes the recruitment of qualified professionals for specialized roles, such as project managers, engineers and site supervisors. Through structured training programs and continuous development, personnel management enhances employee skills, motivation and engagement, fostering a workforce that is competent and committed to achieving project success. The emphasis on aligning individual skills with project requirements helps optimize resource utilization and contributes to the smooth execution of complex projects.

3.2.3 Material Resource Planning at Barons & Fujikura EPC Co., Ltd

Material resource planning is crucial for ensuring that the necessary materials, equipment, and resources are available for project execution at the right time and in the right quantities. BFE's approach to MRP involves forecasting material needs, managing procurement schedules, and coordinating with suppliers to avoid delays or shortages. Effective MRP minimizes excess inventory, reduces costs, and ensures that project timelines are maintained. By planning materials in advance, BFE is able to maintain the flow of operations without disruption, ensuring that construction activities proceed as scheduled. The meticulous management of resources supports the company's ability to deliver infrastructure projects efficiently while maintaining budget and quality standards.

3.2.4 Stakeholder Involvement at Barons & Fujikura EPC Co., Ltd

Stakeholder involvement is an essential element in BFE's project planning process. Engaging stakeholders from the beginning ensures that their expectations are clearly understood and integrated into the project's objectives. This includes clients, contractors, suppliers, regulatory bodies, and internal project teams. BFE's approach encourages active involvement from all relevant parties to ensure that project goals are aligned, and any potential risks or issues are identified early. This practice helps build strong relationships, fosters trust, and ensures that all stakeholders are informed and actively participate in decision-making processes. By engaging stakeholders throughout the planning phase, BFE enhances project transparency and minimizes the risk of misalignment, leading to more efficient and successful project execution.

3.3 Project Implementation at Barons & Fujikura EPC Co., Ltd

Project implementation at Barons & Fujikura EPC Co., Ltd. is the phase in which the strategies and plans developed during the project planning phase are executed to achieve the desired outcomes. This stage focuses on the practical application of the project plan, ensuring that tasks are carried out according to the defined scope, time, and quality standards. Successful project implementation relies on key factors, including top management support, project mission, project management plan, and project schedule.

3.3.1 Top Management Support at Barons & Fujikura EPC Co., Ltd

Top management support is vital for the successful implementation of projects at BFE. Senior executives provide direction, allocate necessary resources, and remove obstacles that could impede project progress. Their involvement ensures that projects align with BFE's strategic goals and have the backing required to overcome challenges during execution. Top management support is essential for empowering project teams, ensuring timely decision-making, and facilitating cross-departmental coordination. With strong leadership from the top, BFE can maintain project momentum, adhere to timelines, and resolve issues effectively, thereby enhancing the likelihood of successful project completion.

3.3.2 Project Mission at Barons & Fujikura EPC Co., Ltd

The project mission serves as a guiding principle for project teams at BFE, providing clear direction and focus throughout the implementation phase. A well-articulated mission ensures that all stakeholders and project members are aligned in their objectives and efforts. The project mission defines the project's purpose, scope, and key deliverables, providing a framework for decision-making and evaluating progress. By maintaining clarity about the project's mission, BFE ensures that all team members understand their roles and responsibilities, contributing to greater efficiency and coherence in execution.

3.3.3 Project Management Plan at Barons & Fujikura EPC Co., Ltd

The project management plan is a comprehensive document that outlines how the project will be executed, monitored, and controlled. This plan integrates various aspects of project planning, including scope, timelines, resource allocation, risk management, and communication strategies. The project management plan serves as the reference guide throughout the project's lifecycle, ensuring that all activities are aligned with the defined objectives and that any necessary adjustments are made during execution. By following a structured management plan, BFE ensures that all project phases are completed according to specification and within the set time and budget constraints.

3.3.4 Project Schedule at Barons & Fujikura EPC Co., Ltd

The project schedule is an essential tool for tracking project progress and ensuring timely completion. BFE develops detailed project schedules that outline the timeline for all major tasks, milestones, and dependencies. This schedule is regularly updated to reflect any changes or adjustments needed to accommodate unforeseen delays or challenges. By maintaining a realistic and accurate project schedule, BFE ensures that resources are properly allocated, deadlines are met, and client expectations are fulfilled. Effective schedule management is key to avoiding time overruns and maintaining the overall success of projects.

3.4 Demographic Profile of Respondents

To examine the effect of project planning and implementation on project success at Barons & Fujikura EPC Co., Ltd., a survey was conducted with 67 employees from the project department during May 2025. These employees were at managerial levels, including project managers, assistant project managers, project coordinators, and site supervisors. The demographic details of the respondents, including gender, age, working experience, job position, education level, and income level are covered in this section. The demographic data of the respondents are shown in Table (3.1).

Table (3.1) Demographic Profile of the Respondents

Sr.No.	Particular	No. of Respondents	Percentage
	Total	**67**	**100.0**
1	Gender		
	Male	47	70.1
	Female	20	29.9
2	Age (Years)		
	Under 25	5	7.5
	25 - 34	45	67.1
	35 - 44	16	23.9
	Above 45	1	1.5
3	Working experience (Years)		
	Under 3	8	11.9
	3 - 6	17	25.5
	7 -10	21	31.3
	Above 10	21	31.3
4	Job Position		
	Manager	8	11.9
	Assistant Manager	7	10.5
	Site supervisor	34	50.7
	Project coordinator	18	26.9
5	Education Level		
	Bachelor’s Degree	63	94.0
	Master’s Degree	4	6.0
6	Income Level (MMK)		
	500,000 - 1,000,000	23	34.3
	1,000,001 - 1,500,000	23	34.3
	1,500,001 - 2,000,000	11	16.5
	Above 2,000,000	10	14.9

Source: Survey Data (2025)

The gender distribution among the 67 respondents at Barons & Fujikura EPC Co., Ltd reveals a predominantly male workforce, with 70.1% of respondents identifying as male and 29.9% identifying as female. This gender breakdown points to a male-dominated workforce, which is a common trend in industries like engineering and construction. The higher proportion of male employees may be influenced by the technical and physical nature of the roles within this sector, especially in positions such as site supervision and project management, which require hands-on work at construction sites. As these roles are often seen as more demanding, there is a higher tendency for male participation, particularly in construction-focused industries like BFE.

The age distribution of the 67 respondents indicates that the majority of employees at BFE are relatively young, with 67.1% of the respondents falling within the 25–34 years age group. This demonstrates a youthful workforce, likely to bring fresh perspectives and innovative approaches to the projects they work on. A further 23.9% of the respondents are aged between 35 and 44 years, indicating that a significant portion of the workforce has gained considerable professional experience. Only 7.5% of the respondents are under 25, which indicates that the company prefers hiring employees with some level of experience in the field, providing opportunities for growth and development. A small proportion (1.5%) are over 45, highlighting that BFE's workforce is focused more on younger professionals, likely for their energy, adaptability, and willingness to take on challenging roles.

In terms of working experience, the majority of respondents at BFE, 31.3%, have between 7 to 10 years of industry experience, which indicates a solid foundation of industry knowledge and a good understanding of project execution. Another 31.3% of respondents have more than 10 years of experience, further emphasizing a experienced workforce. A significant 25.5% of respondents have between 3 to 6 years of experience, reflecting a group that is experienced yet still relatively young, offering a blend of fresh perspectives and established expertise. Only 11.9% of respondents have less than 3 years of experience, displaying that BFE hires a mix of fresh graduates and experienced professionals, providing opportunities for them to grow and learn from senior team members. The distribution of working experience further emphasizes that BFE's workforce is capable of handling a wide range of tasks, from complex project management duties to hands-on site supervision.

The distribution of job positions within the company shows that site supervisors make up the largest group of respondents at 50.7%, followed by project coordinators at

26.9%. These roles are critical to the day-to-day execution of BFE's projects, with site supervisors responsible for overseeing construction sites, ensuring safety, and ensuring the proper execution of plans on the ground. Project coordinators, while fewer in number, play an essential role in coordinating activities between different project stakeholders, maintaining schedules, and ensuring that all parties are aligned on project goals. Managers and assistant managers comprise 11.9% and 10.5% of the respondents, respectively, and while they represent a smaller portion of the workforce, they play key roles in overseeing operations, managing teams, and ensuring that the projects are completed within time and budget constraints.

In terms of educational qualifications, the majority of the respondents at BFE hold a Bachelor's degree (94%), with only a small percentage (6%) possessing a Master's degree. This demonstrates a educated workforce, with employees holding degrees in engineering, construction management, and related fields. The large percentage of Bachelor's degree holders shows that BFE places significant emphasis on hiring employees with solid technical and academic backgrounds. Meanwhile, the 6% of respondents holding Master's degrees may indicate the company's interest in specialized expertise or leadership roles within the organization. This educational profile underscores the importance of continuous training and development to ensure that BFE's employees stay up-to-date with the latest industry trends and technologies.

The income level distribution among the respondents shows that most employees (34.3%) earn between 1,000,000 and 1,500,000 Kyats, followed closely by 34.3% earning between 500,000 and 1,000,000 Kyats. A smaller percentage of employees earn between 1,500,000 and 2,000,000 Kyats (16.5%) and above 2,000,000 Kyats (14.9%). This distribution indicates a competitive pay scale at BFE, with most respondents falling within the mid-range of the salary structure. Those in the higher income brackets are likely to hold senior managerial positions, reflecting the higher responsibilities associated with these roles. The variation in salary levels highlights the company's recognition of different levels of experience, responsibility, and contribution to the success of the projects. BFE's commitment to offering competitive salaries is evident in the range of salaries offered to its employees.

In conclusion, the demographic profile of the 67 respondents from the project department at Barons & Fujikura EPC Co., Ltd. reveals a predominantly male, young, and educated workforce. With a large portion of the employees between the ages of 25 and 34,

the company focuses on hiring dynamic professionals with considerable experience, as well as providing opportunities for growth within the company. The workforce is primarily composed of site supervisors and project coordinators, with a high educational attainment most employees holding at least a Bachelor's degree. The compensation structure is competitive, with salaries varying based on role, experience, and responsibility. This demographic profile highlights the importance of high-performance work systems in fostering employee engagement, supporting professional development, and enhancing retention. By addressing the diverse needs of its workforce, BFE can continue to thrive in the competitive infrastructure sector.

3.5 Reliability Analysis

Cronbach’s Alpha is one of the most widely used methods for assessing internal consistency reliability, particularly for surveys and questionnaires that measure latent variables. It determines how closely related the items within a scale are to one another, indicating how effectively they collectively measure the same underlying concept or construct. In this study, Cronbach's Alpha is applied to assess the reliability of the questionnaire used to measure key variables, such as project planning, implementation, and success. These variables consist of multiple Likert scale questions, which are designed to assess hidden traits like project effectiveness, team collaboration, and management support (Gliem & Gliem, 2003).

In this study, the Cronbach's Alpha coefficient is used to determine the internal consistency of the scale. The interpretation of the alpha value is as follows: values above 0.9 are considered excellent, values between 0.8 and 0.9 indicate good reliability, values between 0.7 and 0.8 are acceptable, values between 0.6 and 0.7 are questionable, values between 0.5 and 0.6 are considered poor, and values below 0.5 are unacceptable (Cronbach, 1951). The reliability results for each variable are shown in Table (3.2).

Table (3.2) Reliability Analysis of the Variables

Sr.No.	Variables	No. of items	Cronbach's Alpha	Strength of Association
1	Communication Management	5	0.832	Good
2	Personnel Management	5	0.871	Good
3	Material Resource Planning	5	0.876	Good
4	Stakeholder Involvement	5	0.909	Excellent
5	Top Management Support	5	0.844	Good
6	Project Mission	5	0.899	Good
7	Project Management Plan	5	0.835	Good
8	Project Schedule	5	0.817	Good
9	Project Success	5	0.857	Good

Source: Survey Data (2025)

Table (3.2) displays the Cronbach's alpha values for the variables under project planning and implementation at Barons & Fujikura EPC Co., Ltd. The Cronbach's alpha values for all variables such as communication management, personnel management, material resource planning, stakeholder involvement, top management support, project mission, project management plan, project schedule, and project success indicate good internal consistency, with variables showing strong reliability. Notably, stakeholder involvement has an excellent strength of association, with a Cronbach’s Alpha value of 0.909, shows an extremely reliable measurement. These results indicate that the scales used to measure the variables such as communication management, personnel management, material resource planning, stakeholder involvement, top management support, project mission, project management plan, project schedule, and project success are reliable. Therefore, the variables used in this study are deemed suitable for further analysis in evaluating project success at BFE.

CHAPTER 4

ANALYSIS ON THE EFFECT OF PROJECT PLANNING AND PROJECT IMPLEMENTATION ON PROJECT SUCCESS AT BARONS & FUJIKURA EPC CO., LTD

This chapter provides a descriptive analysis on project planning, project implementation and project success at Barons & Fujikura EPC Co., Ltd. It also examines the effect of project planning on project implementation and the effect of project implementation on project success.

4.1 Employee Perception on Project Planning, Project Implementation and Project Success

This section analyzes employee perception by using descriptive statistics. The perceptions of employees are evaluated using a five-point Likert scale to understand their views and gauge the level of their commitment across various aspects, as described by Best (1997).

A score between 1.00 and 1.80 indicates, "Strongly disagree."

A score between 1.81 and 2.60 indicates, "Disagree."

A score between 2.61 and 3.40 indicates, "Neutral."

A score between 3.41 and 4.20 indicates, "Agree."

A score between 4.21 and 5.00 indicates, "Strongly agree."

4.1.1 Employee Perception on Project Planning

This section represents the employee perception of project planning at Barons & Fujikura EPC Co., Ltd. Key variables included in project planning are communication management, personnel management, material resource planning and stakeholder involvement.

(a) Communication Management

Communication management is assessed through five statements. The survey results for communication management are shown in Table (4.1).

Table (4.1) Communication Management

Sr. No.	Description	Mean	Standard Deviation
1	Enhancing the commitment of individual stakeholders through communication.	4.13	0.649
2	Considering communication as an integral part of projects in organization.	4.36	0.620
3	Ensuring effective communication with all partners.	4.30	0.652
4	Using both external and internal communication channels to enhance project success.	4.28	0.735
5	Improving social networks to enhance better communication.	4.10	0.721
	Overall Mean	**4.24**	

Source: Survey Data (2025)

As stated in Table (4.1), all mean values including the overall mean fall between 4.21 and 5.0, indicating a strongly agree level, except for the mean values related to enhancing individual stakeholder commitment through communication and improving social networks for better communication. It shows that respondents strongly agree that communication plays an integral part in projects, that enhancing the commitment of individual stakeholders through communication is important, and that ensuring effective communication with all partners is crucial for project success. Respondents strongly agree that communication plays an integral part in projects and enhances the commitment of individual stakeholders. They also strongly agree that ensuring effective communication with partners is essential for project success and that the organization uses both internal and external communication channels to enhance project delivery.

On the other hand, the remaining mean values of 4.10 and 4.13 are between 3.41 and 4.20, which represents the agree level. Respondents agree that improving social networks and enhancing commitment with individual.

(b) Personnel Management

Personnel management is assessed through five statements. The survey results for personnel management are shown in Table (4.2).

Table (4.2) Personnel Management

Sr. No.	Description	Mean	Standard Deviation
1	Composing project teams with competent members possessing the necessary skills.	4.19	0.633
2	Maintaining adequate staffing to meet the demands of each project.	4.09	0.690
3	Providing training and development opportunities to improve project team performance.	4.28	0.735
4	Offering adequate salary and benefits to project team members to ensure motivation and retention.	4.15	0.803
5	Defining roles and responsibilities clearly for each project team member to ensure effective project execution.	4.30	0.718
	Overall Mean	**4.20**	

Source: Survey Data (2025)

As shown in Table (4.2), all mean values including the overall mean fall between 3.41 and 4.20, indicating an agree level, except for the mean values related to providing training and development opportunities to improve project team performance and defining roles and responsibilities clearly for each project team member to ensure effective project execution. It shows that respondents agree that composing project teams with competent members possessing the necessary skills, offering adequate salary and benefits, and clearly defining roles and responsibilities for each project team member are important for effective project execution.

However, respondents strongly agree on providing training and development opportunities to enhance project team performance and clearly defining roles and responsibilities for each team member to ensure effective project execution.

(c) Material Resource Planning

Material resource planning is assessed through five statements. The survey results for material resource planning are shown in Table (4.3).

Table (4.3) Material Resource Planning

Sr. No.	Description	Mean	Standard Deviation
1	Identifying the resources required to execute each project carefully.	4.22	0.599
2	Preparing detailed budgets for resource allocation in project execution.	4.22	0.692
3	Sharing resources effectively across teams and departments to meet project goals.	4.09	0.830
4	Considering proper control over resources to avoid delays and overuse.	4.12	0.789
5	Forecasting potential shortages and ensuring resources are available throughout the project lifecycle.	4.06	0.694
	Overall Mean	**4.14**	

Source: Survey Data (2025)

As shown in Table (4.3), all mean values including the overall mean fall between 3.41 and 4.20, indicating an agree level, except for the mean values related to identifying the resources required to execute each project carefully and preparing detailed budgets for resource allocation in project execution. It shows that respondents agree that sharing resources effectively across teams and departments to meet project goals, considering proper control over resources to avoid delays and overuse, and forecasting potential shortages to ensure resources are available throughout the project lifecycle are important for project success.

However, respondents strongly agree on identifying the resources required to execute each project carefully and preparing detailed budgets for resource allocation in project execution.

(d) Stakeholder Involvement

Stakeholder involvement is assessed through five statements. The survey results for stakeholder involvement are shown in Table (4.4).

Table (4.4) Stakeholder Involvement

Sr. No.	Description	Mean	Standard Deviation
1	Ensuring high participation from stakeholders in project delivery.	4.07	0.765
2	Gathering and incorporating stakeholder feedback regularly into project decisions.	3.97	0.834
3	Considering stakeholder interests when setting project goals and objectives.	4.01	0.826
4	Ensuring continuous stakeholder engagement to improve project performance.	4.04	0.806
5	Defining stakeholder roles and responsibilities early in the planning phase for effective collaboration.	4.10	0.741
	Overall Mean	**4.04**	

Source: Survey Data (2025)

As shown in Table (4.4), all mean values including overall mean ranging from 3.97 to 4.10 indicate that respondents agree with the importance of stakeholder involvement in project delivery. Respondents agree that defining stakeholder roles and responsibilities early in the planning phase is particularly valued, ensuring effective collaboration from the outset. Similarly, ensuring high participation from stakeholders in project delivery and ensuring continuous stakeholder engagement to improve project performance are important of active stakeholder involvement throughout the project lifecycle. All factors are within the agree level emphasizing the crucial role of stakeholder involvement for achieving successful project outcomes.

4.1.2 Employee Perception on Project Implementation

This section represents the employee perception of project implementation at Barons & Fujikura EPC Co., Ltd. Project implementation, in this context, includes key variables such as top management support, project mission, project management plan, and project schedule.

(a) Top Management Support

Top management support is assessed through five statements. The survey results for top management support are shown in Table (4.5).

Table (4.5) Top Management Support

Sr. No.	Description	Mean	Standard Deviation
1	Being responsible for requests for additional resources when the need arises.	4.12	0.789
2	Providing clear direction and guidance to ensure the project's success.	4.24	0.761
3	Being dedicated to resolving any challenges that arise during project execution.	4.15	0.657
4	Regularly reviewing project progress and providing feedback to maintain alignment with goals.	4.16	0.709
5	Ensuring that project team members have the necessary authority to make decisions in their related areas.	4.13	0.796
	Overall Mean	**4.16**	

Source: Survey Data (2025)

According to the Table (4.5), all mean values, including the overall mean, except for the mean value associated with providing clear direction and guidance for project success, fall within the agree level. Respondent also agree with aspects such as being responsible for requests for additional resources when the need arises, being dedicated to resolving any challenges that arise during project execution, regularly reviewing project

progress and providing feedback to maintain alignment with goals and ensuring that project team members have the necessary authority to make decisions in their related areas.

On the other hand, respondents strongly agree with management's role in providing clear direction and guidance to ensure the project's success.

(b) Project Mission

Project mission is assessed through five statements. The survey results for project mission are shown in Table (4.6).

Table (4.6) Project Mission

Sr. No.	Description	Mean	Standard Deviation
1	Clearly communicating the basic goals of the project to the project team.	4.25	0.586
2	Fulfilling monitoring and compliance requirements to align with the company's goals.	4.16	0.730
3	Providing clear guidance for decision-making throughout the project lifecycle with the project mission.	4.13	0.625
4	Clearly outlining the project's expected outcomes and aligning them with stakeholder expectations through the project mission.	4.07	0.659
5	Ensuring adaptability to changes in project scope, maintaining flexibility in meeting new requirements with the project mission.	3.99	0.685
	Overall Mean	**4.12**	

Source: Survey Data (2025)

Table (4.6) presents that the overall mean value is between 3.41 and 4.20, indicating an agree level. It shows that respondents agree that fulfilling monitoring and compliance requirements to align with the company's goals, providing clear guidance for decision-making throughout the project lifecycle, and clearly outlining the project's expected

outcomes to align with stakeholder expectations are important for effective project execution.

However, respondents strongly agree on clearly communicating the basic goals of the project to the project team, as this is seen as a critical aspect of the project mission.

(c) Project Management Plan

Project management plan is assessed through five statements. The survey results for project management plan are shown in Table (4.7).

Table (4.7) Project Management Plan

Sr. No.	Description	Mean	Standard Deviation
1	Including a detailed work breakdown structure (WBS) in the project management plan to organize project tasks and deliverables.	4.16	0.771
2	Identifying and defining all required project documents in the project management plan to ensure comprehensive project documentation and compliance.	4.13	0.694
3	Clearly outlining how the project will be executed, monitored, and closed in the project management plan.	4.30	0.652
4	Including a detailed list of project milestones in the project management plan to track progress and ensure timely delivery.	4.37	0.735
5	Ensuring flexibility to adapt to unforeseen changes in the project management plan.	4.16	0.665
	Overall Mean	**4.23**	

Source: Survey Data (2025)

Table (4.7) presents that overall mean of 4.23 is within the strongly agree range, stating that the project management plan is generally perceived as robust and effective by

employees. Respondents strongly agree that the project management plan clearly outlines how the project is executed, monitored, and closed. They also strongly agree that the plan includes a detailed list of project milestones to track progress and ensure timely delivery.

On the other hand, respondents agree that the project management plan includes a detailed work breakdown structure (WBS) to organize project tasks and deliverables, identifies and defines all required project documents to ensure comprehensive documentation and compliance and ensures flexibility to adapt to unforeseen changes.

(d) Project Schedule

Project schedule is assessed through five statements. The survey results for project schedule are shown in Table (4.8).

Table (4.8) Project Schedule

Sr. No.	Description	Mean	Standard Deviation
1	Including a clear list of tasks that need to be completed in the project schedule.	4.54	0.559
2	Assigning roles and responsibilities clearly for each activity in the project schedule to ensure accountability.	4.45	0.585
3	Identifying the resources needed for each task in the project schedule.	4.37	0.671
4	Including cost estimates for each task in the project schedule.	4.24	0.799
5	Including buffer times and contingency plans in the project schedule to address potential delays and unforeseen events	4.28	0.714
	Overall Mean	**4.38**	

Source: Survey Data (2025)

Table (4.8) presents the mean values for various aspects of the project schedule. All mean values, ranging from 4.24 to 4.54, indicate a strongly agree level, as does the overall

mean. The overall mean clearly indicates that the project schedule is perceived as a very well-structured and effective tool for guiding project execution. This reflects a high level of agreement among respondents regarding the effectiveness and comprehensiveness of the project schedule. Specifically, respondents strongly agree that the project schedule includes a clear list of tasks that need to be completed. They also strongly agree that roles and responsibilities are clearly assigned for each activity to ensure accountability. Furthermore, there is strong agreement that the project schedule identifies the resources needed for each task includes buffer times and contingency plans to address potential delays and includes cost estimates for each task.

4.1.3 Employee Perception on Project Success

Project success is assessed through five statements. The survey results for project success are shown in Table (4.9).

Table (4.9) Project Success

Sr. No.	Description	Mean	Standard Deviation
1	Completing the project as scheduled.	4.06	0.694
2	Completing the project within the allocated budget.	3.99	0.749
3	Meeting the technical and functional requirements as expected by the project.	4.28	0.670
4	Achieving stakeholder satisfaction through the successful delivery of the project.	4.42	0.527
5	Ensuring that project team members are satisfied with their roles and responsibilities throughout the project.	4.37	0.624
	Overall Mean	**4.22**	

Source: Survey Data (2025)

Table (4.9) presents the mean values for various aspects of project success. The overall mean value of 4.22 is within the strongly agree range, expressing that employees generally perceive a high level of project success, particularly in terms of meeting requirements, satisfying stakeholders, and ensuring team satisfaction. Respondents

strongly agree that meeting the technical and functional requirements as expected by the project is a key measure of success. They also strongly agree that achieving stakeholder satisfaction through the successful delivery of the project is crucial, and that ensuring project team members are satisfied with their roles and responsibilities throughout the project is important.

On the other hand, some aspects fall into the agree level. Respondents agree that completing the project as scheduled is a factor in success, and that completing the project within the allocated budget is also important.

4.2 Analysis on the Effect of Project Planning on Project Implementation

This section analyzes the effect of project planning on project implementation. The independent variables under project planning are communication management, personnel management, material resource planning and stakeholder involvement. The dependent variables under project implementation are top management support, project mission, project management plan and project schedule. To investigate their detailed influence, a multiple linear regression analysis is applied.

4.2.1 Analysis on the Effect of Project Planning on Top Management Support

This section analyzes the effect of project planning on top management support. The results of this analysis are presented in Table (4.10).

Table (4.10) Effect of Project Planning on Top Management Support

Variable	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.307	0.333		0.920	0.361	
Communication Management	0.129	0.124	0.115	1.034	0.305	2.690
Personnel Management	0.442***	0.123	0.441	3.595	0.001	3.258
Material Resource Planning	0.181	0.123	0.184	1.478	0.145	3.352
Stakeholder Involvement	0.174**	0.085	0.203	2.033	0.046	2.150
R	0.845					
R Square	0.713					
Adjusted R Square	0.695					
F value	38.594***					
Durbin Watson	1.766					

Source: Survey Data (2025)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

As presented in Table (4.10), the R-value of 0.845 indicates a strong positive correlation between the combined project planning dimensions and top management support. The R Square value stands at 0.713, signifying that approximately 71.3% of the variance in top management support can be explained by the project planning practices investigated in this study. The adjusted R Square value is 0.695. This figure is slightly lower than the R Square value, as it accounts for the number of predictors included in the model. It states that around 69.5% of the variance in top management support is explained when adjusted for the number of variables, which remains a substantial proportion, highlighting the overall relevance of the model. The Durbin-Watson statistic is 1.766. This value, being close to 2, implies an absence of significant autocorrelation in the residuals, affirming the independence of observations. The F Value is 38.594, which is significant at the 1% level.

This elevated F-value confirms that the overall regression model is statistically significant, demonstrating that the independent variables of project planning, when collectively considered, significantly predict the dependent variable specifically top management support.

The analysis reveals that personnel management has a positive significant effect on top management support at a 1% significant level. This states that improvements in personnel management practices, such as composing competent teams, maintaining adequate staffing, and providing training, can enhance top management's support for projects within Barons & Fujikura EPC Co., Ltd. Consequently, well-managed human resources within project teams are critical for securing and sustaining management's endorsement.

Stakeholder involvement has a positive and significant effect on top management support at a 5% significant level. This implies that effective stakeholder involvement, encompassing high participation, incorporation of feedback, and clear role definition, can contribute meaningfully to gaining and maintaining top management support for project implementation at the company. It highlights that management is likely more supportive when key stakeholders are actively engaged, and their interests are well-integrated.

In contrast, communication management and material resource planning do not demonstrate a statistically significant effect on top management support within this specific context at Barons & Fujikura EPC Co., Ltd. While these are integral aspects of project planning, their direct connection to influencing top management's support, as assessed by this model, does not statistically significant.

In conclusion, the findings indicate that personnel management and stakeholder involvement are the most influential project planning dimensions significantly affecting top management support for project implementation. The study reveals that top management support at Barons & Fujikura EPC Co., Ltd. is primarily shaped by these two factors. These elements are crucial for cultivating robust support from senior leadership, which is essential for successful project execution within the organization.

4.2.2 Analysis on the Effect of Project Planning on Project Mission

This section analyzes the effect of project planning on project mission. The results of this analysis are presented in Table (4.11).

Table (4.11) Effect of Project Planning on Project Mission

Variable	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.329	0.299		1.103	0.274	
Communication Management	0.200*	0.111	0.188	1.790	0.078	2.690
Personnel Management	0.199*	0.110	0.208	1.805	0.076	3.258
Material Resource Planning	0.370***	0.110	0.394	3.366	0.001	3.352
Stakeholder Involvement	0.144*	0.077	0.176	1.874	0.066	2.150
R	0.864					
R Square	0.746					
Adjusted R Square	0.730					
F value	45.567***					
Durbin Watson	1.893					

Source: Survey Data (2025)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Table (4.11) presents the results of a multiple linear regression analysis examining the influence of various project planning dimensions on project implementation, specifically as conceptualized by the project mission. The analysis demonstrates positive correlation, indicated by an R-value of 0.864, between the collective project planning components and project mission. The R-squared value, at 0.746, signifies that approximately 74.6% of the variance observed in project mission can be accounted for by the project planning practices included in this study. The adjusted R-squared, standing at

0.730, provides a slightly more conservative estimate of the variance explained (approximately 73.0%), which accounts for the number of predictors in the model. This adjusted value remains substantial, underscoring the model's significant explanatory power. Furthermore, the Durbin-Watson statistic, calculated at 1.893, falls within the acceptable range (close to 2), indicating the absence of significant autocorrelation in the residuals and thereby supporting the assumption of independent observations. The F-value for the overall model is 45.567, and it is statistically significant at the 1% level. This high F-value confirms that the entire regression model possesses strong statistical significance, demonstrating that the independent variables under project planning, when considered together, significantly predict the dependent variable, project mission.

Material resource planning has a significant positive effect on project mission at a 1% significant level. This finding shows that effective and thorough planning of material resources substantially enhances the clarity, definition, and strategic alignment of the project mission. This underscores its critical role in establishing a well-articulated foundation for project goals and expected outcomes.

Communication management has a positive and significant effect on project mission at a 10% significant level. This implies that robust communication planning, including clear articulation of goals and efficient utilization of communication channels, contributes to the development of a stronger and more effectively understood project mission.

Similarly, personnel management has a positive and significant effect on project mission at a 10% significant level. This states that sound personnel management practices, such as the strategic composition of competent teams and the provision of adequate training, indirectly support the overall clarity and effective execution of the project mission.

Stakeholder involvement has a positive and significant effect on project mission at a 10% significant level. This indicates that actively engaging stakeholders during the planning phase can facilitate the clear outlining of project outcomes and their alignment with stakeholder expectations, thereby strengthening the project mission's relevance and acceptance.

In conclusion, the regression analysis indicates that all examined project planning dimensions; material resource planning, communication management, personnel management, and stakeholder involvement exert a significant positive influence on the

project mission. Among these, material resource planning demonstrates the most substantial effect. This comprehensive influence collectively emphasizes the critical importance of meticulous planning in establishing a clear, well-supported, and effectively executed project mission.

4.2.3 Analysis on the Effect of Project Planning on Project Management Plan

This section analyzes the effect of project planning on project management plan. The results of this analysis are presented in Table (4.12).

Table (4.12) Effect of Project Planning on Project Management Plan

Variable	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.582	0.299		1.948	0.056	
Communication Management	0.129	0.112	0.123	1.156	0.252	2.690
Personnel Management	0.219*	0.110	0.234	1.989	0.051	3.258
Material Resource Planning	0.319***	0.110	0.346	2.904	0.005	3.352
Stakeholder Involvement	0.211***	0.077	0.263	2.759	0.008	2.150
R	0.859					
R Square	0.738					
Adjusted R Square	0.721					
F value	43.567***					
Durbin Watson	2.135					

Source: Survey Data (2025)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Table (4.12) presents the results of a multiple linear regression analysis examining the influence of various project planning dimensions on project implementation, specifically as conceptualized by the project management plan.

The model demonstrates a strong positive correlation, indicated by an R-value of 0.859, between the collective project planning components and project implementation. The R-squared value, at 0.738, signifies that approximately 73.8% of the variance observed in the project management plan can be accounted for by the project planning practices included in this study. The adjusted R-squared, standing at 0.721, provides a slightly more conservative estimate of the variance explained (approximately 72.1%), which accounts for the number of predictors in the model. This adjusted value remains substantial, underscoring the model's significant explanatory power. Furthermore, the Durbin-Watson statistic, calculated at 2.135, falls within the acceptable range (close to 2), indicating the absence of significant autocorrelation in the residuals and thereby supporting the assumption of independent observations. The F-value for the overall model is 43.567, and it is statistically significant at the 1% level. This high F-value confirms that the entire regression model possesses strong statistical significance, demonstrating that the independent variables under project planning, when considered together, significantly predict the dependent variable, project management plan.

Material resource planning emerges as a significant positive predictor, influencing the project management plan at a 1% significant level. These finding states that effective and thorough planning of material resources substantially enhances the comprehensiveness and effectiveness of the project management plan itself.

Stakeholder involvement also demonstrates a significant positive effect on the project management plan at a 1% significant level. This indicates that active engagement with stakeholders during the planning phase facilitates the creation of a more inclusive and well-aligned project management plan.

Personnel management exhibits a positive and statistically significant effect on the project management plan at a 10% significant level. This implies that robust personnel management practices contribute to the development of a more detailed and executable project management plan.

Conversely, communication management does not have a statistically significant effect on the project management plan within the scope of this model. While this factor is

integral to overall project planning, its direct influence on the project management plan, as assessed by this analysis, did not reach statistical significance at conventional levels.

In conclusion, the regression analysis indicates that material resource planning, stakeholder involvement and personnel management are significant project planning dimensions affecting the project management plan. This highlights their critical role in developing a robust and effective project management plan for project implementation.

4.2.4 Analysis on the Effect of Project Planning on Project Schedule

This section analyzes the effect of project planning on project schedule. The results of this analysis are presented in Table (4.13).

Table (4.13) Effect of Project Planning on Project Schedule

Variable	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.384	0.331		4.176	0.000	
Communication Management	0.083	0.124	0.085	0.673	0.504	2.690
Personnel Management	0.223*	0.122	0.255	1.827	0.073	3.258
Material Resource Planning	0.069	0.122	0.080	0.568	0.572	3.352
Stakeholder Involvement	0.350***	0.085	0.467	4.112	0.000	2.150
R	0.793					
R Square	0.628					
Adjusted R Square	0.604					
F value	26.178***					
Durbin Watson	2.285					

Source: Survey Data (2025)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Table (4.13) presents the results of a multiple linear regression analysis examining the influence of various project planning dimensions on project implementation, specifically as conceptualized by the project schedule.

The study demonstrates a positive correlation, indicated by an R-value of 0.793, between the collective project planning components and project implementation. The R-squared value, at 0.628, signifies that approximately 62.8% of the variance observed in the Project schedule can be accounted for by the project planning practices included in this study. The adjusted R-squared, standing at 0.604, provides a slightly more conservative estimate of the variance explained (approximately 60.4%), which accounts for the number of predictors in the model. This adjusted value remains substantial, underscoring the model's significant explanatory power. Furthermore, the Durbin-Watson statistic, calculated at 2.285, falls within the acceptable range (close to 2), indicating the absence of significant autocorrelation in the residuals and thereby supporting the assumption of independent observations. The F-value for the overall model is 26.178, and it is statistically significant at the 1% level. This high F-value confirms that the entire regression model possesses strong statistical significance, demonstrating that the independent variables under project planning, when considered together, significantly predict the dependent variable, project schedule.

Stakeholder involvement emerges as a significant positive predictor, influencing the project schedule at a 1% significant level. These finding states that active and effective engagement with project stakeholders during the planning phase substantially contributes to better adherence to the project schedule and improved timeliness of project completion.

Personnel management has a positive and significant effect on the project schedule at a 10% significant level. This implies that robust personnel management practices, such as appropriate staffing and team organization, contribute to more efficient project execution and adherence to planned timelines.

Conversely, communication management and material resource planning do not have a statistically significant effect on the project schedule within the scope of this model. While these factors are integral to overall project planning, their direct influence on maintaining the project schedule, as assessed by this analysis, did not reach statistical significance at conventional levels.

In conclusion, the regression analysis indicates that stakeholder involvement and personnel management are the primary project planning dimensions significantly affecting the project schedule. This highlights their critical role in ensuring projects are completed within their planned timelines.

4.3 Analysis on the Effect of Project Implementation on Project Success

This section analyzes the effect of project implementation on project success. The independent variables under project implementation are top management support, project mission, project management plan and project schedule. The dependent variable is project success. To investigate their detailed influence, a multiple linear regression analysis is applied. The results of this analysis are presented in Table (4.14).

Table (4.14) Effect of Project Implementation on Project Success

Variable	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.617	0.380		1.621	0.110	
Top Management Support	0.135	0.127	0.151	1.069	0.289	3.053
Project Mission	0.136	0.150	0.144	0.904	0.370	3.883
Project Management Plan	0.077	0.165	0.080	0.467	0.642	4.523
Project Schedule	0.493***	0.125	0.480	3.932	0.000	2.283
R	0.771					
R Square	0.595					
Adjusted R Square	0.569					
F value	22.785***					
Durbin Watson	2.161					

Source: Survey Data (2025)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

Table (4.14) presents the results of a multiple linear regression analysis examining the influence of various project implementation dimensions on overall project success.

The study demonstrates a positive correlation, indicated by an R-value of 0.771, between the collective project implementation components and project success. The R-squared value, at 0.595, signifies that approximately 59.5% of the variance observed in Project success can be accounted for by the project implementation practices included in this study. The adjusted R-squared, standing at 0.569, provides a slightly more conservative estimate of the variance explained (approximately 56.9%), which accounts for the number of predictors in the model. This adjusted value indicates a moderate to substantial explanatory power for the model. Furthermore, the Durbin-Watson statistic, calculated at 2.161, falls within the acceptable range close to 2, indicating the absence of significant autocorrelation in the residuals and thereby supporting the assumption of independent observations. The F-value for the overall model is 22.785, which, based on the magnitude typical for such models in this study, states strong statistical significance for the overall regression model. This implies that the independent variables (project implementation dimensions), when considered together, significantly predict the dependent variable, project success.

Project schedule has a significant and positive effect on project success at a 1% significance level. This finding highlight that adhering to a well-structured project schedule is a crucial factor for ensuring successful project outcomes. It reveals that projects completed on time or ahead of schedule are more likely to meet success criteria, such as achieving desired goals and delivering quality results. Maintaining an accurate and realistic project schedule allows for better resource allocation, timely decision-making, and helps in overcoming unforeseen challenges. Thus, projects that are effectively managed with strict adherence to deadlines tend to demonstrate higher levels of success, indicating that time management plays a vital role in project performance.

Conversely, top management support, project mission, and project management plan do not show a statistically significant effect on project success within the scope of this study. While these elements are integral to the overall project implementation process, their direct influence on the final success of the project was not significant according to this study. This finding shows that while these factors help establish the framework and ensure that the project progresses in the right direction, their contribution to actual project success

is not as impactful in this case. The absence of statistical significance for these variables may indicate that their influence on project success is indirect, potentially affecting the project's smooth execution but not necessarily leading to its success on the outcome level.

In conclusion, the regression analysis indicates that project schedule is the primary project implementation dimension significantly influencing project success. This highlights the critical importance of timely project completion as a key driver for overall project success.

CHAPTER 5

CONCLUSION

This chapter presents the findings and discussions derived from the analysis on the effect of project planning and implementation on project success at Barons & Fujikura EPC Co., Ltd. Additionally, it outlines suggestions and recommendations based on these analytical outcomes and identifies areas for further research.

5.1 Findings and Discussions

This study aims to examine the effect of project planning and project implementation on project success at Barons & Fujikura EPC Co., Ltd. (BFE). The demographic analysis revealed that BFE's workforce consists of skilled, experienced, and well-educated employees, predominantly male, with a majority falling within the age group of 25-34 years. Most employees hold a Bachelor's degree, and income levels show a stable and well-compensated workforce. The workforce's considerable experience, with a significant number of respondents having over 7 years of experience, indicates that BFE's employees possess the expertise necessary for large-scale project execution.

The overall mean value of communication management indicates that respondents strongly agree on the importance of communication in project delivery. Respondents strongly agree that communication is an integral part of projects, ensures effective communication with partners, and utilizes both internal and external communication channels, reflecting robust and well-managed communication processes. Respondents also agree that communication improves social networks and strengthens commitment with individual stakeholders.

The overall mean value of personnel management shows respondents agree with the importance of key personnel management practices in project execution. They agree that composing project teams with competent members possessing the necessary skills, maintaining adequate staffing to meet project demands, and offering competitive salaries and benefits are important for project success. Additionally, respondents strongly agree that providing training and development opportunities to improve project team performance and clearly defining roles and responsibilities for each team member to ensure effective project execution are crucial aspects of effective personnel management.

The overall mean value of material resource planning indicates that respondents agree with the importance of effective resource planning practices in project planning. Respondents agree that sharing resources effectively across teams and departments to meet project goals as well as ensuring proper control over resources to avoid delays and overuse is vital. Respondents also agree that forecasting potential shortages and ensuring resources are available throughout the project lifecycle are crucial for maintaining efficiency in project execution. Additionally, they strongly agree that identifying the resources required to execute each project carefully and preparing detailed budgets for resource allocation are essential components of successful project planning.

The overall mean value for stakeholder involvement indicates that respondents agree with the importance of effective stakeholder engagement practices in project planning and execution. Respondents agree on the importance of stakeholder involvement. This includes ensuring high participation, gathering and incorporating their feedback, and considering their interests when setting project goals. They also agree on the need for continuous stakeholder engagement to improve project performance, with a strong emphasis on defining roles and responsibilities early for better collaboration.

The overall mean value for top management support indicates that respondents agree with the critical importance of effective support from leadership in project management. Respondents agree that top management plays a vital role in being responsible for requests for additional resources when the need arises. They also agree on the significance of top management being dedicated to resolving any challenges that arise during project execution, regularly reviewing project progress and providing feedback to maintain alignment with goals and ensuring that project team members have the necessary authority to make decisions in their related areas. Another side, respondents strongly agree on the importance of top management providing clear direction and guidance to ensure the project's success.

The overall mean value for project mission indicates that respondents agree with the importance of a well-defined and effectively managed project mission. Respondents agree on several key aspects of the project mission. These include fulfilling monitoring and compliance requirements to align with company goals, providing clear guidance for decision-making throughout the project lifecycle, and clearly outlining expected outcomes while aligning them with stakeholder expectations. They also agree on the importance of

ensuring adaptability to changes in project scope and maintaining flexibility in meeting new requirements. Moreover, respondents strongly agree on the critical importance of clearly communicating the basic goals of the project to the project team.

The overall mean value for the project management plan indicates that respondents strongly agree with the importance of a comprehensive and effective project management plan. Respondents strongly agree on the critical importance of clearly outlining how the project will be executed, monitored, and closed within the plan, and on including a detailed list of project milestones to track progress and ensure timely delivery. Furthermore, respondents agree on several other key elements of the project management plan. These include incorporating a detailed work breakdown structure (WBS) to organize tasks and deliverables, identifying and defining all required project documents for comprehensive documentation and compliance, and ensuring flexibility to adapt to unforeseen changes.

The overall mean value for the project schedule indicates that respondents strongly agree with the critical importance of a well-structured and comprehensive project schedule. Respondents strongly agree on all key aspects of the project schedule. This includes the necessity of clearly listing all tasks that need to be completed, assigning roles and responsibilities clearly for each activity to ensure accountability, and identifying the resources needed for each task. Furthermore, they strongly agree on the importance of including cost estimates for each task and incorporating buffer times and contingency plans to address potential delays and unforeseen events.

The overall mean value for project success indicates that respondents strongly agree with the importance of a multifaceted approach to defining and achieving project success. Respondents strongly agree on several critical aspects of project success. These include meeting the technical and functional requirements as expected by the project, achieving stakeholder satisfaction through the successful delivery of the project, and ensuring that project team members are satisfied with their roles and responsibilities throughout the project. However, respondents agree on completing the project as scheduled and completing the project within the allocated budget.

Based on the regression results, personnel management and stakeholder involvement have a significant and positive effect on top management support in project implementation at Barons & Fujikura EPC Co., Ltd. Personnel management explains a large portion of the variation, with its practices, such as composing competent teams and

providing training, playing a critical role in securing top management support. Stakeholder involvement also demonstrates a significant influence, highlighting the importance of engaging stakeholders early and ensuring their participation throughout the project lifecycle. Communication management and material resource planning, however, do not show statistically significant effects on top management support, states that these factors may need more tailored implementation to have a measurable effect. Together, these findings emphasize the crucial role of personnel management and stakeholder involvement in obtaining and maintaining top management support, which is vital for successful project execution.

Based on the regression results, material resource planning shows a significant and positive effect on the project mission in project implementation at Barons & Fujikura EPC Co., Ltd. Material resource planning with its significant influence underscores the importance of thorough resource planning in aligning the project mission with project goals and expected outcomes. Communication management, personnel management, and stakeholder involvement also demonstrate positive effects, though at a lower significance level, states that clear communication, effective personnel management, and stakeholder engagement contribute to strengthening the project mission, but may need further refinement for a more significant effect. These findings highlight the critical role of resource planning and the supportive role of communication, personnel, and stakeholder management in shaping a strong and clear project mission that drives project implementation.

Based on the regression results, material resource planning and stakeholder involvement exhibit a significant positive effect on the project management plan in project implementation at Barons & Fujikura EPC Co., Ltd. These two variables play a pivotal role in ensuring that the project management plan is comprehensive, effective, and well-aligned with project goals. Material resource planning is particularly influential, highlighting the importance of well-structured resource allocation and management in supporting the overall project execution plan. Stakeholder involvement also has a substantial effect, reinforcing the need for active engagement and alignment with stakeholders to ensure the project management plan is inclusive and addresses all relevant interests. Personnel management has a significant and positive effect on the project management plan in project implementation, and indicating the effective management of personnel such as defining roles and providing proper staffing contributes to the project management plan. On the

other hand, communication management does not demonstrate a statistically significant effect, states that while communication is an essential part of project planning, its direct effect on the project management plan in this context may be less critical compared to the other variables. These findings show the importance of resource planning, stakeholder engagement and effective personnel management in formulating a robust project management plan for successful project execution.

Based on the regression results, stakeholder involvement emerges as the most significant positive predictor of the project schedule in project implementation at Barons & Fujikura EPC Co., Ltd. The strong relationship, with a significant effect, underscores the importance of actively engaging stakeholders during the planning phase. This involvement ensures that the project schedule is more likely to be aligned with stakeholder expectations, improving its effectiveness and feasibility. Personnel management also has a significant positive effect on the project schedule, particularly at the significant level. This states that effective management of personnel, including clear task assignments and adequate staffing, plays a crucial role in adhering to the project schedule and ensuring that tasks are completed on time. However, communication management and material resource planning do not show a statistically significant effect on the project schedule in this model, indicating that while they are important elements of overall project planning, their direct influence on the schedule itself was not as substantial in this analysis. These findings emphasize that active stakeholder involvement and effective personnel management are critical to ensuring the project schedule is realistic, manageable, and executed successfully.

Based on the regression results, project schedule emerges as the most significant positive predictor of project success at Barons & Fujikura EPC Co., Ltd. The strong relationship with a significant effect underscores the importance of adhering to the project schedule for achieving successful project outcomes. Ensuring that projects are completed on time and milestones are met plays a crucial role in overall project success. Top management support, project mission, and project management plan do not show a statistically significant effect on project success in this model. Despite their recognized importance in the overall project implementation process, their direct influence on project success is not substantial within the scope of this analysis. These variables, while necessary for project execution, do not exhibit a significant contribution in predicting the success of the project. These findings highlight the critical importance of effective schedule

management in ensuring that projects are completed successfully and meet the desired objectives.

In terms of project implementation, while factors such as top management support, project mission and project management plan do not show a significant effect on project success and the project schedule emerges as a critical factor. A well-managed project schedule plays a significant role in ensuring successful project completion and achieving the desired outcomes. While top management support and other planning elements are vital for overall project execution, it is the adherence to the project schedule that directly influences project success.

In conclusion, this study reveals the critical role of a comprehensive approach to project planning at Barons & Fujikura EPC Co., Ltd. Key elements such as effective communication management, efficient personnel management, strategic material resource planning and active stakeholder involvement significantly contribute to the strength and success of project implementation. A well-managed project schedule further drives the effectiveness of project execution resulting in improved project success. This effective planning and implementation help Barons & Fujikura EPC Co., Ltd. achieve long-term success, improve project outcomes and continue to grow.

5.2 Suggestions and Recommendations

To sustain and enhance project success, Barons & Fujikura EPC Co., Ltd can implement several strategic recommendations based on the study's findings. These strategies should focus on reinforcing key project planning and implementation practices that drive successful project outcomes.

BFE should continue to refine communication management by ensuring all project stakeholders receive timely, clear, and comprehensive information. Implementing standardized communication protocols and leveraging diverse communication channels can foster better understanding and alignment across teams, which is crucial for strengthening project implementation. Regularly soliciting and incorporating feedback on communication effectiveness will ensure continuous improvement.

BFE should strengthen personnel management by prioritizing the recruitment of competent project teams and ensuring adequate staffing levels for all projects. Providing

continuous training and development opportunities tailored to evolving project needs will boost team capabilities and morale. Furthermore, clearly defining roles and responsibilities and ensuring competitive compensation packages will help attract and retain skilled professionals, thereby enhancing project implementation.

BFE should expand its robust practices in material resource planning by enhancing resource sharing mechanisms across different project teams and implementing stricter controls to prevent resource overuse or delays. Leveraging advanced forecasting tools to anticipate potential shortages and ensuring detailed budgeting for resource allocation will optimize efficiency and significantly contribute to effective project implementation.

BFE should enhance stakeholder involvement by establishing clear roles for all stakeholders early in the project lifecycle and ensuring their high participation throughout. Actively gathering and incorporating their feedback, alongside carefully considering their interests in goal setting, can foster a stronger sense of ownership and collaboration, which is vital for successful project implementation.

BFE should continue to prioritize and rigorously manage the project schedule. Given its strong positive and significant effect on project success, maintaining realistic time estimates, clearly defining task dependencies, and effectively allocating resources to adhere to timelines are paramount. The project schedule should consistently serve as a robust control mechanism, actively monitored to ensure projects are completed efficiently and on time.

While top management support does not show a statistically significant direct effect on project success in this study, BFE should still explore ways to maximize its latent positive influence. Encouraging top management to provide clearer directives, proactively review project progress, and be more actively involved in resolving challenges and securing additional resources can strengthen its contribution to project implementation, thereby indirectly bolstering success.

Similarly, despite its limited direct effect on project success, BFE should refine how the project mission is communicated and integrated. Ensuring that the basic goals are not only clearly articulated but also consistently referred to for monitoring compliance, guiding decision-making and outlining expected organizational benefits can deepen its contribution to project implementation and, by extension, overall success.

Lastly, although the project management plan does not demonstrate a statistically significant direct effect on project success in this study, BFE should continue to refine its development and utilization. Ensuring the plan thoroughly defines objectives, considers all assumptions and constraints, and maintains stringent quality and performance standards can enhance its role as a comprehensive roadmap for execution, thereby supporting more effective project implementation and overall success.

By focusing on effective communication management, robust personnel management, precise material resource planning, comprehensive stakeholder involvement, and stringent adherence to project schedule, BFE can ensure long-term project success and enhance its operational excellence in the competitive infrastructure sector. Furthermore, by refining the application of top management support, project mission, and project management plan, BFE can ensure a holistic approach to project management that contributes to its continued growth.

5.3 Needs for Further Research

While this study offers valuable insights into the factors influencing project success at Barons & Fujikura EPC Co., Ltd., it also has certain limitations that suggest areas for future inquiry. First, the analysis was limited to a single organization within the power and telecommunication infrastructure sectors. This means the findings may not be widely applicable to the entire construction industry or other types of organizations. Likewise, the study's sample consisted of 67 employees from BFE's project department. While this group was fully surveyed, the limited number of participants and their specific roles may restrict how broadly the findings can be applied to all employee levels or to other companies. Thus, future research should aim for a larger and more diverse sample, potentially including multiple companies or different industries, to make the findings more generally useful.

Furthermore, while the study focused on specific aspects of project planning and execution and measured project success accordingly, it is acknowledged that other factors may influence project success beyond the scope of this research. Some variables in the study do not show a direct statistical effect on project success, suggesting that future research should explore these relationships further. Understanding the potential indirect effects or the specific conditions under which these factors have a greater effect would provide a more comprehensive understanding of the drivers of project success.

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APPENDIX A

SURVEY QUESTIONNAIRE

Effect of Project Planning and Project Implementation on Project Success at Barons & Fujikura EPC Co., Ltd

The survey is conducted as part of the requirements for Master of Business Administration degree. All the information gathered will be used solely for academic purposes. Your confidentiality and anonymity are fully ensured. Your participation and responses are greatly appreciated. Thank you for taking the time to participate.

Part-I

Demographic Information

Please choose the most relevant answer by ticking (✓) only one of the boxes provided for each question.

1- Gender

☐ Male

☐ Female

2- Age (Years)

☐ Under 25

☐ 25-34

☐ 35-44

☐ Above 45

3- Working Experience (Years)

☐ Under 3

☐ 3 – 6

☐ 7 – 10

☐ Above 10

4- Job Position

☐ Manager

☐ Assistant Manager

☐ Site supervisor

☐ Project Coordinator

5- Education Level

☐ Bachelor's Degree

☐ Master's Degree

6- Income Level (MMK)

☐ 500,000 – 1,000,000

☐ 1,000,000 – 1,500,000

☐ 1,500,000 – 2,000,000

☐ Above 2,000,000

Part-II

Project Planning

Please select the appropriate box to indicate the extent to which you "Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with “1=Strongly Disagree, 2= Disagree, 3 Neutral, 4= Agree, 5=Strongly Agree”.

I. Communication Management						
	Statements	**1**	**2**	**3**	**4**	**5**
Q1	We enhance the commitment of individual stakeholders through communication					
Q2	Communication is an integral part in projects in our organization					
Q3	We ensure effective communication in all partners.					
Q4	Our organization uses both external and internal communication channels to enhance project success.					
Q5	We improve social networks to enhance better communication.					

II. Personnel Management						
	Statements	**1**	**2**	**3**	**4**	**5**
Q1	Project teams are composed of competent members with the necessary skills.					
Q2	Adequate staffing is maintained to meet the demands of each project.					
Q3	Training and development opportunities are provided to improve project team performance.					
Q4	Adequate salary and benefits are offered to the project team member to ensure motivation and retention.					
Q5	Roles and responsibilities are clearly defined for each project team member to ensure effective project execution.					

III. Resource Planning						
Statements		**1**	**2**	**3**	**4**	**5**
Q1	The resources required to execute each project are identified carefully.					
Q2	Detailed budgets are prepared for resource allocation for project execution.					
Q3	Resources are shared effectively across teams and departments to meet project goals.					
Q4	Proper control is considered over resources to avoid delays and overuse.					
Q5	Resource planning includes forecasting potential shortages and ensuring resources are available throughout the project lifecycle.					

IV. Stakeholder Involvement						
Statements		**1**	**2**	**3**	**4**	**5**
Q1	There is high participation from stakeholders in project delivery.					
Q2	Stakeholder feedback is regularly gathered and incorporated into project decisions.					
Q3	Stakeholder interests are considered when setting project goals and objectives.					
Q4	We ensure continuous stakeholder engagement to improve project performance.					
Q5	Stakeholder roles and responsibilities are defined early in the planning phase for effective collaboration.					

Part-III

Project Implementation

Please select the appropriate box to indicate the extent to which you "Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with “1=Strongly Disagree, 2= Disagree, 3 Neutral, 4= Agree, 5=Strongly Agree”.

I. Top Management Support						
Statements		**1**	**2**	**3**	**4**	**5**
Q1	Top management is responsible to our request for additional resources, when the need arise.					
Q2	Top management provides clear direction and guidance to ensure the project's success.					
Q3	Top management is dedicated to resolve any challenges that arise during project execution.					
Q4	Top management regularly reviews project progress and provides feedback to maintain alignment with goals.					
Q5	Top management ensures that project team members have the necessary authority to make decisions in their related areas.					

II. Project Mission						
Statements		**1**	**2**	**3**	**4**	**5**
Q1	The basic goals of the project are clearly communicated to the project team.					
Q2	Monitoring and compliance requirements are fulfilled to company’s goals.					
Q3	The project mission provides clear guidance for decision-making throughout the project lifecycle.					
Q4	The project mission clearly outlines the project’s expected outcomes and how they align with stakeholder expectations.					
Q5	The project mission is adaptable to changes in project scope, ensuring flexibility in meeting new requirements.					

III. Project Management Plan						
Statements		**1**	**2**	**3**	**4**	**5**
Q1	The project management plan includes a detailed Work Breakdown Structure (WBS) to organize project tasks and deliverables.					
Q2	The project management plan identifies and defines all required project documents to ensure comprehensive project documentation and compliance.					
Q3	The project management plan clearly outlines how the project will be executed, monitored, and closed.					
Q4	The project management plan includes a detailed list of project milestones to track progress and ensure timely delivery.					
Q5	The project management plan ensures there is flexibility to adapt to unforeseen changes.					

IV. Project Schedule						
Statements		**1**	**2**	**3**	**4**	**5**
Q1	The project schedule includes a clear list of tasks that need to be completed.					
Q2	The project schedule includes a clear assignment of roles and responsibilities for each activity to ensure accountability.					
Q3	The project schedule identifies the resources needed for each task.					
Q4	The project schedule includes cost estimates for each task.					
Q5	The project schedule includes buffer times and contingency plans to address potential delays and unforeseen events.					

Part-IV

Project Success

Please select the appropriate box to indicate the extent to which you "Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with “1=Strongly Disagree, 2= Disagree, 3 Neutral, 4= Agree, 5=Strongly Agree”.

I. Project Success						
Statements		**1**	**2**	**3**	**4**	**5**
Q1	The project is completed as scheduled.					
Q2	The project is completed within the allocated budget.					
Q3	The project meets the technical and functional requirements as expected.					
Q4	Stakeholder satisfaction is achieved through the successful delivery of the project.					
Q5	The project team members are satisfied with their roles and responsibilities throughout the project.					

APPENDIX B

SPSS OUTPUT

1.Analysis on Effect of Project Planning on Top Management Support

Model Summary [b]					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.845[a]	0.713	0.695	0.3225	1.766

a. Predictors: (Constant), Stakeholder Involvement, Personnel Management, Communication Management, Material Resource Planning

b. Dependent Variable: Top Management Support

ANOVA [a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	16.052	4	4.013	38.594***	.000[b]
	Residual	6.447	62	0.104		
	Total	22.499	66			

a. Dependent Variable: Top Management Support

b. Predictors: (Constant), Stakeholder Involvement, Personnel Management, Communication Management, Material Resource Planning

Coefficients [a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.307	0.333		0.92	0.361		
	Communication Management	0.129	0.124	0.115	1.034	0.305	0.372	2.69
	Personnel Management	0.442 ***	0.123	0.441	3.595	0.001	0.307	3.258
	Material Resource Planning	0.181	0.123	0.184	1.478	0.145	0.298	3.352
	Stakeholder Involvement	0.174**	0.085	0.203	2.033	0.046	0.465	2.15
a. Dependent Variable: Top Management Support								

2.Analysis on Effect of Project Planning on Project Mission

Model Summary [b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.864[a]	0.746	0.73	0.289	1.893
a. Predictors: (Constant), Stakeholder Involvement, Personnel Management, Communication Management, Material Resource Planning					
b. Dependent Variable: Project Mission					

ANOVA [a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.219	4	3.805	45.567***	.000[b]
	Residual	5.177	62	0.084		
	Total	20.396	66			
a. Dependent Variable: Project Mission						
b. Predictors: (Constant), Stakeholder Involvement, Personnel Management, Communication Management, Material Resource Planning						

Coefficients [a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.329	0.299		1.103	0.274		
	Communication Management	0.200*	0.111	0.188	1.79	0.078	0.372	2.69
	Personnel Management	0.199*	0.11	0.208	1.805	0.076	0.307	3.258
	Material Resource Planning	0.370***	0.11	0.394	3.366	0.001	0.298	3.352
	Stakeholder Involvement	0.144*	0.077	0.176	1.874	0.066	0.465	2.15
a. Dependent Variable: Project Mission								

3. Analysis on Effect of Project Planning on Project Management Plan

Model Summary [b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.859[a]	0.738	0.721	0.2891	2.135
a. Predictors: (Constant), Stakeholder Involvement, Personnel Management, Communication Management, Material Resource Planning					
b. Dependent Variable: Project Management Plan					

ANOVA [a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.569	4	3.642	43.567***	.000[b]
	Residual	5.183	62	0.084		
	Total	19.752	66			
a. Dependent Variable: Project Management Plan						
b. Predictors: (Constant), Stakeholder Involvement, Personnel Management, Communication Management, Material Resource Planning						

Coefficients [a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.582	0.299		1.948	0.056		
	Communication Management	0.129	0.112	0.123	1.156	0.252	0.372	2.69
	Personnel Management	0.219*	0.11	0.234	1.989	0.051	0.307	3.258
	Material Resource Planning	0.319***	0.11	0.346	2.904	0.005	0.298	3.352
	Stakeholder Involvement	0.211***	0.077	0.263	2.759	0.008	0.465	2.15
a. Dependent Variable: Project Management Plan								

4. Analysis on Effect of Project Planning on Project Schedule

Model Summary [b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.793[a]	0.628	0.604	0.3208	2.285
a. Predictors: (Constant), Stakeholder Involvement, Personnel Management, Communication Management, Material Resource Planning					
b. Dependent Variable: Project Schedule					

ANOVA [a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.779	4	2.695	26.178***	.000[b]
	Residual	6.382	62	0.103		
	Total	17.162	66			
a. Dependent Variable: Project Schedule						
b. Predictors: (Constant), Stakeholder Involvement, Personnel Management, Communication Management, Material Resource Planning						

Coefficients [a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.384	0.331		4.176	0		
	Communication Management	0.083	0.124	0.085	0.673	0.504	0.372	2.69
	Personnel Management	0.223*	0.122	0.255	1.827	0.073	0.307	3.258
	Material Resource Planning	0.069	0.122	0.08	0.568	0.572	0.298	3.352
	Stakeholder Involvement	0.350***	0.085	0.467	4.112	0	0.465	2.15
a. Dependent Variable: Project Schedule								

5. Analysis on Effect of Project Implementation on Project Success

Model Summary [b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.771[a]	0.595	0.569	0.344	2.161
a. Predictors: (Constant), Project Schedule, Top Management Support, Project Mission, Project Management Plan					
b. Dependent Variable: Project Success					

ANOVA [a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.785	4	2.696	22.785***	.000[b]
	Residual	7.337	62	0.118		
	Total	18.122	66			
a. Dependent Variable: Project Success						
b. Predictors: (Constant), Project Schedule, Top Management Support, Project Mission, Project Management Plan						

Coefficients [a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.617	0.38		1.621	0.11		
	Top Management Support	0.135	0.127	0.151	1.069	0.289	0.328	3.053
	Project Mission	0.136	0.15	0.144	0.904	0.37	0.258	3.883
	Project Management Plan	0.077	0.165	0.08	0.467	0.642	0.221	4.523
	Project Schedule	0.493***	0.125	0.48	3.932	0	0.438	2.283
a. Dependent Variable: Project Success								