



Compliance and Ranking of Effective Factors in the Failure of Strategic Management in Iran Telecommunication Company

Reza Khezdoust¹ and Narges Delafrouz^{2*}

¹ MSc Student, Department of Management, Rasht Branch, Islamic Azad University, Rasht, Iran

² Assistant Professor, Department of Management, Rasht Branch, Islamic Azad University, Rasht, Iran

Received: 07 January 2019

Accepted: 12 May 2019

Abstract

The purpose of this study was to investigate and evaluate the factors affecting the failure of strategic management in large companies. The research is an applied and descriptive-survey target. The statistical population of the study consisted of all experts and experts of the telecommunication company, which numbered 191 people. In total, 191 persons were selected as sample. The data gathering tool was a researcher-made questionnaire whose reliability was confirmed by Cronbach's alpha and its validity was verified by face validity. In order to analyze the data in the descriptive statistics section, statistical software SPSS23 was used and in inferential statistics, Structural Equation Modeling was applied using Lisrel 8.80 statistical software. The research findings showed that factors such as: rapid change of conditions and inability to manage change, imbalance between current business and the strategy of informal groups, lack of correct identification of bottleneck, lack of key competencies, attachment to past strategy, inappropriate communication of the program with The prospect, lack of laws and mechanisms for identifying and solving executive problems, and inadequate training and guidance are among the most important factors affecting the failure of strategic management in the telecommunications company. Among the known factors, the greatest effect on the failure to properly identify the throat is 0.44 It should be. Accordingly, strengthening the skills of strategic managers and planners in identifying organizational bottlenecks and barriers is essential.

Keywords:

Strategy

Strategic Planning

Strategic Management

Iran Telecommunication Company

* Correspondence E_mail: delafrooz.n@gmail.com

INTRODUCTION

Given the changing environment that is currently underway and the complexity of organizational decisions, the need for a comprehensive plan to address such issues is more than ever before. This app is nothing but a strategic plan. Strategic management is based on a dynamic, forward thinking, comprehensive and contingent mentality of solutions to many issues of today's organizations (Salahshori et al., 2015). The basics of strategic management are based on the perception that managers have from competing companies, markets, prices, suppliers of raw materials, distributors, governments, creditors, shareholders and customers worldwide, and these factors determine the success of business in today's world (Connorto et al., 2010). So one of the most important tools that organizations can use to achieve success in the future is "strategic management" (Pirmoradian et al., 2013). Most major companies in the world failed to achieve their strategic goals, according to a study by Fortune magazine (Serydor & Turner, 2015). In Iran, many organizations have also used strategic planning methods and tools, but often failed to achieve the competitive advantage of the competition. The statistics show that 90% of the world's major companies failed to achieve their strategic goals, of which 30% were in the development phase and 70% were unsuccessful at the stage of implementation (Maaroufi and Emami, 2017).

The implementation of a strategic plan in organizations has its own barriers and problems, and recognizing these factors and obstacles is necessary and necessary to provide solutions to reduce it and to help its successful implementation (Ismailpour et al., 2015).

One of the major benefits of strategic management is that it leads to greater understanding and commitment among managers and staff (Kilin et al., 2012). One of the great benefits of strategic management is that it gives the opportunity to be entrusted to staff. The empowerment is a practice in which employees are encouraged and encouraged to participate in decision-making processes, practicing creativity, innovation, and imagination, and thus their effectiveness will be enhanced (Mishrur and Aghajari, 2016).

The success of organizations is not based on

quantitative and completely logical methods, but depends on factors that are not measurable, such as humans, the quality of work and customer service, and most importantly, the flexibility needed to deal with changing circumstances (Fortune et al., 2011). Also, the quality of the organization's policies depends on the acceptance of the change over the original design to a broad view of moving toward change (Yaligama and Chilch, 2016). Despite the fact that there are different schools of strategic thinking, at a normal and normal level, there is a consensus and general consensus in the books and works related to the strategic process, which means that the strategic process involves the design and implementation process. The strategy is (Parker et al., 2015). The strategic process can be divided into three main parts: strategy formulation, strategy implementation, strategy assessment.

Some of the obstacles to failure of strategic management and issues that prevent strategy implementation include the following, presented by Cohenzer (2016) and Brian (2017):

Inability to manage change, weak or obscure strategy, lack of guidelines and guiding principles, or a model to guide executive efforts and actions, poor or inadequate information sharing and sharing, ambiguous and unclear responsibilities, and work contrary to the organizational structure. In Strategic Planning in General and Non Profit Barson, Brieson mentions some of the common causes of strategic management failure, including:

Lack of support and support for senior executives, inadequate manpower, inadequate design of motivating factors, excessive commitment of people to other activities or uncertainty about participation in implementation, inadequate training and guidance, resistance from attitudes and beliefs incompatible with change, lack of Sources, lack of laws and mechanisms for identifying and solving executive problems, emergence of new administrative, economic and political priorities (Soltani and Coral, 2017).

Some of the barriers to implementing a strategy and issues that prevent strategy implementation include the following, presented by Thorne and Zollin (2012):

Lack of precise strategic planning, inappropriate

ate program communication with the outlook, inappropriate management of human resources, inadequate and adequate training systems and programs, lack of adequate communication (weakness in appropriate communication), inappropriate resource allocation.

Considering the fact that in order to achieve the most important factors that lead to failure of the strategic management process in large size organizations, it is very difficult to have complete and complete information, and given the fact that the number of companies size In this research, Telecommunication Company of Iran is considered as one of the most important state-owned companies in the field of communications and according to the specific situation in the field of other businesses. Iran Telecommunication Company is one of the leading companies in the development and implementation of precise strategies that are consistent with environmental change. Sustainable and sustained growth and innovation, Sustainable profitability, Constant and mobile convergence, Delivering the best customer service, Organizational agility, Excellence in information technology and networking, Putting employees at the center of attention and moving the company as the main strategic focus points It is considered as a company. By examining the structure of the company and its type of duties, as well as on the basis of an interview conducted by Iran Telecommunication Company, factors such as:

Rapid change in conditions and inability to manage change, imbalance between the current business and the strategy of informal groups, lack of proper identification of bottlenecks, lack of key competencies, excessive commitment of individuals to other activities or uncertainty of participation in the implementation, inappropriate communication of the plan With the prospect, the inappropriate design of motivating factors, the lack of laws and mechanisms for identifying and solving executive problems with the most relevance to the organization's workplaces and the impact on the strategic management failure, were identified that all of these identified factors are consistent with the history of the Kerzner research (2016) and Brian (2017). Now, in this research, we are widely trying to measure the

impact of each of the identified factors on the failure of strategic management from the perspective of the managers and deputies of this organization and then, by factoring the known variables, we try to provide a comprehensive model of the elements that affect the strategic management failure. We will be present at Iran Telecommunication Company.

Considering the importance and importance of the strategic decisions in the telecommunication company of Iran and identifying the problems and obstacles in implementing the strategy, we aimed to identify the exact elements that affect the strategic management failure in Iran Telecommunication Company:

Therefore, the main question of the present research is that:

What are the factors affecting the strategic management failure of Telecommunication Company of Iran?

The theoretical model of the research is presented below:

CONCEPTUAL MODEL

Many studies have been conducted on the causes of the failure or failure of strategic management, often focusing their focus solely on strategy outcomes, while others have also referred to the causes and factors of success with failure of strategy in their strategy, environment and management of strategy implementation. Some researchers have also preferred to classify success and failure factors in two steps in strategy and strategy implementation. In an article published in 1992 entitled "Factors for failure and success of strategy from different perspectives", it was pointed out that even some of the good strategies fail. The key factors behind the success and failure of the strategy associated with the model components and the management process The reviewed strategic also points out that what can be done with the factors mentioned above can be successful and is at the core of failure of the strategy (Salahshori et al., 2015).

Masroor and Aghajari (2016) studied strategic planning and management and its role in advancing the organization's human resources goals. One of the implications of managerial approaches is to achieve greater profit for the or-

ganzation. This issue is of particular relevance to strategic management with a major impact on marketing and program execution. A detailed look at the strategic concept can be identified with the need to use it, and given the Organizational Decisions and Organizational Growth The need to use a comprehensive plan to address further issues of the past is felt today in order to meet the challenges of the organization's advancement of competition and achievement and survival and profitability of the current dynamic world. One of the most significant components of success for organizations Focusing on the Goal of Strategic Human Resources Management is the goal of strategic HRM creation, which highlights the core issues associated with staffing. Strategic management is a dynamic, innovative, comprehensive and contingent solution to many issues of organizations. The basis of this type of management is based on the level of understanding of managers Competitor companies Market prices are the distributors of governments and all those who are in some way associated with that organization, which determines the organization's position for strategic decision making.

Akhavan et al. (2002) examined the factors affecting the failure of IT projects. In this research, the researchers categorized the factors affecting the failure of the projects into two categories of underlying factors and suppressive factors: in this regard, non-commitment of management, lack of familiarity with personnel in the field of implementation, lack of key competencies in the organization, and The lack of adequate training and guidance from the managers was recognized as the most important factors affecting the failure of the projects (Keshavarz and Nicouee, 2016).

Shields and Wright (2017) explored the relationship between the strategic planning features used in project management. The findings show that project management is embedded in different degrees of a comparative logic approach, which shows a meaningful positive relationship with the success of project management and the use of project management techniques.

Cofferner (2016) examines the factors affecting the failure of projects and critical factors. In this study, factors such as: lack of understanding of

project goals by operational level staff and non-commitment to implementing new strategies were identified as barriers to implementation of the program. In 1999, Bakeryini (1999) pointed out that the main factors affecting the failure of large projects in the IT sector were the lack of laws and mechanisms of implementation, change and lack of flexibility to change, and the absence of an orderly business process. Brian (1998) identified potentially problematic areas in the implementation of strategic telecommunication projects in the field of inadequate education, mismanagement, dependence on past strategy (Krzerner, 2016).

After the study and compilation of the research literature, the proposed conceptual model of the research was identified, which is visible in figure (1). This model encompasses the factors affecting the failure of strategic management. Based on these identified factors, there are eight recognizable hypotheses as follows:

Research hypotheses

1. The rapid change of conditions and inability to manage change is affecting the strategic management failure of Telecommunication Company of Iran.
2. The lack of balance between the current business and the strategy of informal groups is affecting the failure of the telecommunications company's strategic management.
3. The correct diagnosis of the bottleneck affects the strategic management is affecting Telecommunication Company of Iran.
4. Lack of key competencies is affecting the strategic management is affecting Telecommunication Company of Iran.
5. Being involved with the strategy of the past and the excessive commitment of individuals to other activities has affected the strategic management failure of Telecommunication Company of Iran.
6. Inappropriate communication of the program with the prospect of the strategic management failure of is affecting the telecommunication company of Iran is influential.
7. The absence of laws and mechanisms for identifying and solving executive problems is affecting the strategic management failure of

Telecommunication Company of Iran.

8. Inadequate training and guidance on the strategic management failure of Telecommunication Company of Iran is affecting.

METHODOLOGY OF RESEARCH

The research is applied to the target and its method is based on the data collection method, descriptive - survey. The statistical population of this research is experts and specialists of Iran Telecommunication Company, which has 191 people. For the purpose of reaching a generalizable answer, the whole society is considered as an example, and the whole method has been used. The data gathering tool was a researcher-made questionnaire. The reliability of the questionnaire was estimated by Cronbach's alpha method and the reliability of all variables was estimated to be more than 0.7. To assess the validity of the questionnaire, the content validity and CVR index were used. According to the desirable rate for the number of 11 experts, the minimum value of which is 0.59, grade number 15, 23 and 27, given that the estimated value of the relative coefficient of validity The content for these items was less than at least 0.59, were considered unsatisfactory, and the remaining 27 were considered as suitable items. To analyze the information and to investigate the causal relationship between the variables Structural equation modeling was done by Lisrel 8.80 software as well as one-sample t-test for review and comparison. Measuring the difference, as well as the Friedman rank test, is used to rank and prioritize the factors affecting the strategic management failure by SPSS23 software.

Normal distribution of variables test

In this section, the Kolmogorov-Smirnov test is used to determine the normal distribution of data. The statistical hypothesis of this test is as follows:

H0: The variable studied has a normal distribution.

H1: The studied variable does not have normal distribution.

If the significance level of the test is less than 0.05, then the assumption is zero and 95% can be said that the distribution of variables is not normal. If the test level is more than 0.05, then the assumption is zero and 95% can be said that the distribution of variables is normal.

RESEARCH FINDINGS

In the data analysis, SPSS23 software and one-sample t test are used for questioning the research.

Considering that the value of the calculated T statistic for the variables is less than the value of t in the table and also the significance level calculated for the variable is less than 0.05, so the zero assumption is rejected and thus the assumption is confirmed with 95% confidence level. On the other hand, considering that the lower and upper limit mark is 95% confidence level for the tested test variables, it can be concluded that the average of the test value is higher. The results show that all identified variables affect the strategic management of Telecommunication Company of Iran and the impact rate is higher than the average.

Table 1: Normal distribution of variables test

Variables	z	(sig)	Result
Rapid change of circumstances and inability to manage change	1.523	0.096	Normal
The imbalance between the current business and the informal group strategy	1.368	0.083	Normal
Absence of correct diagnosis of throat	1.093	0.211	Normal
Lack of key competencies	1.130	0.155	Normal
Attachment to the past strategy	1.411	0.186	Normal
Inappropriate app connection with Outlook	0.918	0.077	Normal
Lack of rules and mechanisms for identifying and solving executive problems	0.838	0.072	Normal
Inadequate training and guidance	1.003	0.106	Normal

Table 2: The summary of the results

Variable	t	Level of freedom difference between the upper limit	Level of significance	The average	the upper limit of	Downer limit
Rapid change of circumstances and inability to manage change	6.557	190	0.033	0.612	0.572	0.652
The imbalance between the current business and the informal group strategy	6.001	190	0.018	0.562	0.474	0.649
Absence of correct diagnosis of throat	7.256	190	0.007	0.495	0.420	0.569
Lack of key competencies	5.967	190	0.000	0.793	0.750	0.837
Attachment to the past strategy	7.000	190	0.037	0.756	0.713	0.799
Inappropriate app connection with Outlook	6.321	190	0.025	0.389	0.317	0.462
Lack of rules and mechanisms for identifying and solving executive problems	7.155	190	0.001	0.344	0.308	0.419
Inadequate training and guidance	6.098	190	0.027	0.406	0.422	0.519

Confirmatory factor analysis

Confirmatory factor analysis is one of the oldest statistical methods used to examine the relationship between the variables (achieved factors) and the observed variables (questions) and represents the model of measurement.

In the software, the acronyms for variables are as follows: rapid change of circumstances and inability to manage change (TSSH, imbalance be-

tween the current business and the strategy of informal groups (ATKs), lack of correct diagnosis (ATSG), lack of key competencies (FSHK), DBSG, inappropriate program-to-vision relationship (ENBCH), lack of rules and procedures for identifying and resolving executive problems (AVGH), inadequate training and guidance (AHN).

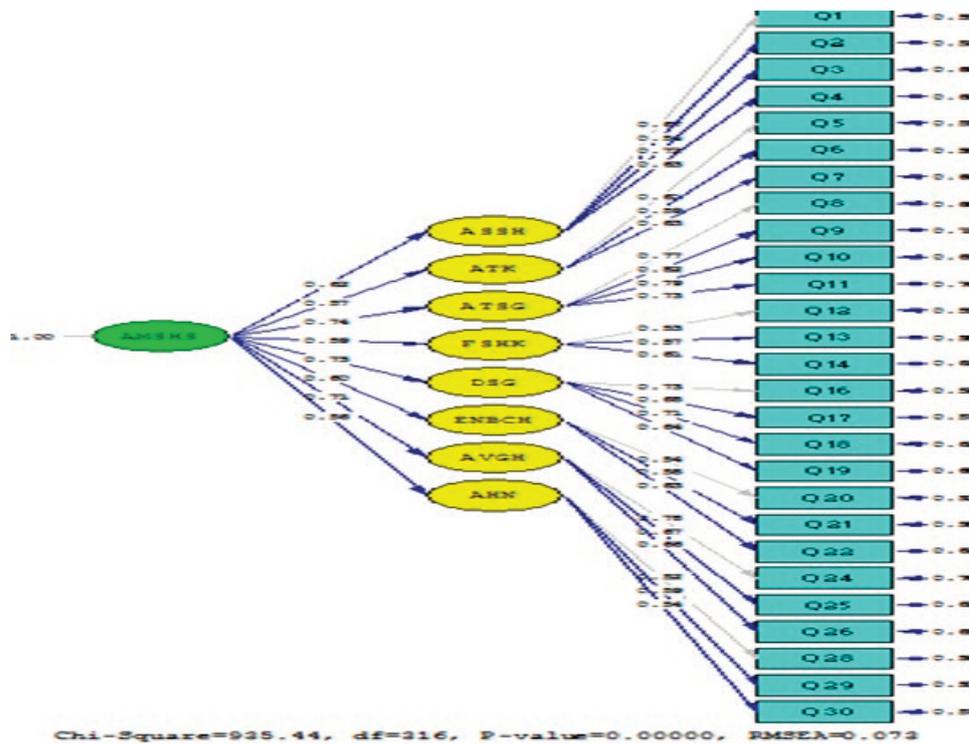


Fig.1. Second-order measurement model of factors affecting strategic management failure in standard mode

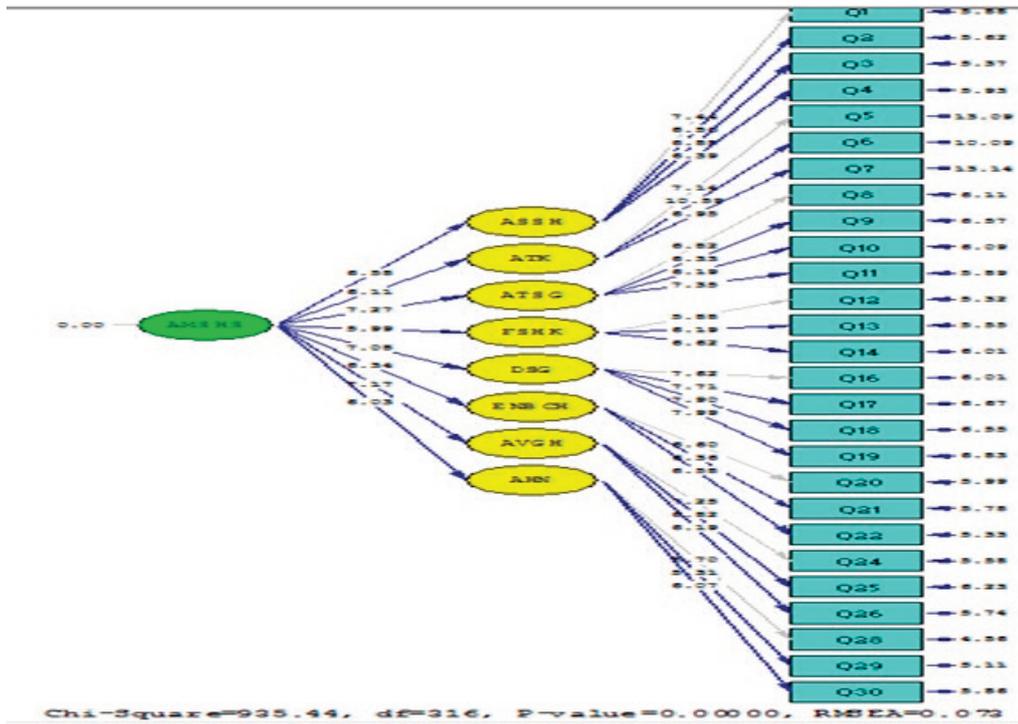


Fig.2. The model for measuring the factors affecting the failure of strategic management in a meaningful estimation

Based on the confirmatory factor analysis results, all factors have been confirmed at a significant level greater than + 1.96. With 95% confidence level, it can be said that all of the pro-

posed factors are contributing factors to the failure of strategic management failure. Therefore, all research hypotheses are approved.

Table 3: SEM Results

	Factor load	t	Result
Rapid change of circumstances and inability to manage change or failure of strategic management	0.62	6.58	Meaningful
The imbalance between the current business and the strategy of informal groups and the failure of strategic management	0.57	6.11	Meaningful
Failure to correctly identify the bottleneck and failure of strategic management	0.74	7.27	Meaningful
Lack of key competencies and failure of strategic management	0.59	5.99	Meaningful
Attachment to the past strategy and the failure of strategic management	0.75	7.05	Meaningful
Inappropriate communication of the program with the prospect and failure of strategic management	0.60	6.34	Meaningful
Absence of laws and mechanisms for identifying and solving executive problems and failure of strategic management	0.71	7.17	Meaningful
Inadequate training and leadership and strategic management failure	0.56	6.01	Meaningful

Friedman ranking test

In this section, based on the Friedman test, priority is given to the components of the research model. According to Analizing, given that the significant number (0.000) is smaller than (0.05), the assumption is zero and the assumption is confirmed. In other words, there is a difference between the mean of the two variables at least. Also, based on the results of Table (8), the average rankings for quick change of conditions and inability to manage change and failure of strategic management (4.38), imbalance between current business and informal group strategy and failure of strategic management (65) / 4), lack of proper identification of bottlenecks and failure of strategic management (4.13), lack of key competencies and failure of strategic management (5.55), identification and solving of executive problems (4.14). This means that among the effective factors in the failure of strategic management, inadequate training and guidance (4.24), the highest mean score was related to the inadequate training and guidance variable, and the lowest average score was related to the attachment variable to the past strategy, which the results of Friedman test with The results of the prioritization of the structural equation model of the research are also consistent and consistent.

This is explained by the fact that in Telecommunication Company of Iran, based on research findings, one of the most important factors of strategic management failure is attaching to the strategy of the past and due to the lack of flexibility in the prudent acceptance of new strategies, the strategic management process fails. It will be.

DISCUSSION AND CONCLUSION

The purpose of this study was to evaluate and evaluate the factors affecting the failure of strategic management in Iran Telecommunication Company. In this regard, eight models were used to test the proposed model. Structural equation modeling using LISREL 8.80 software as well as one-sample t-test using SPSS23 software were used. In the first hypothesis, the significant effect of the rapid change of the situation and the inability to manage change on the failure of strategic management was studied. Based on the results of factor analysis, factor load factor was

0.62 and its significance was 58.6. Therefore, the first hypothesis of the research is acceptable and it can be said that rapid change of conditions and inability to manage change is affecting the strategic management failure of Telecommunication Company of Iran. The results of this hypothesis are consistent with the results of the research Rezaei Manesh and Fryur (2014), Mesrur and Aghajari (2016) and Kerzner (2016), Bakeryini (1999) and Brian (2017). In this regard, the provision of specialized and specialized training to managers in the right direction to deal with environmental fluctuations, the use of experienced managers and experts in order to manage the internal departments of the organization and consolidate the organization into a learning organization in line with environmental changes and strengthening. A knowledge management element is suggested in the organization.

In the second hypothesis, the significant effect of the imbalance between the current business and the strategy of informal groups on the strategic management failure of the Telecommunication Company of Iran was investigated. Based on the factor analysis, factor load factor is 0.57 and its significance is 6.11. Therefore, the second hypothesis of the research is acceptable and it can be said that the imbalance between the current business and the strategy of informal groups affect the failure of the telecommunication company's strategic management. The results of this hypothesis are consistent with the results of the research Rezaei Manesh and Fryur (2014), Mesrur and Aghajari (2016) and Kerzner (2016), Bakeryini (1999) and Brian (2017). In this regard, the use of highly skilled staff in the formulation and implementation of the program and decision making process in the organization, the integration of the budgeting system with the operational plans of the organization, changing the view of managers in requiring the development of strategic planning in the organization, rather than pursuing traditional methods It is suggested.

In the third hypothesis, the significant effect of the failure to correctly identify the bottleneck on the strategic management failure of Telecommunication Company of Iran was investigated. Based on the results of factor analysis, the factor load factor was 0.44 and its significance was

7.27. Therefore, the third hypothesis of the research is acceptable and it can be said that the lack of proper identification of the bottleneck on the strategic management failure of the telecommunication company of Iran is effective. The results of this hypothesis are consistent with the results of the research Rezaei Manesh and Fryur (2014), Mesrur and Aghajari (2016) and Kerzner (2016), Bakeryini (1999) and Brian (2017). In this regard, strengthening of managers' capabilities to have a general and multidimensional attitude toward the organization, the managers' efforts to assess necessary and timely evaluations of the internal and external environment of the organization, strengthening the ability of managers to utilize the opportunities available in the competitive environment of the organization is proposed.

In the fourth hypothesis, the significant effect of the lack of key competencies on the strategic management failure of Telecommunication Company of Iran was investigated. Based on the results of factor analysis, factor load factor was 0.59 and its significance was 5.99. Therefore, the fourth hypothesis of the research is acceptable and it can be said that lack of key competencies has a significant effect on the strategic management failure of Telecommunication Company of Iran. The results of this hypothesis are consistent with the results of the research Rezaei Manesh and Fryur (2014), Mesrur and Aghajari (2016) and Kerzner (2016), Bakeryini (1999) and Brian (2017).

In this regard, the use of well-equipped and integrated systems to monitor the process of implementing strategic plans, strengthen the financial resources of the organization in order to achieve the desired strategic plans, change the organization's culture to positively look at the issue of organizational change and process reengineering.

In the fifth hypothesis, the significant effect of attachment to the past strategy and the excessive commitment of individuals to other activities on the strategic management failure of the Telecommunication Company of Iran was studied. Based on the results of factor analysis, factor load factor was 0.75 and its significance was 7.05. Therefore, the fifth hypothesis of the research is acceptable and it can be said that attachment to the

past strategy and the excessive commitment of individuals to other activities affect the strategic management failure of Telecommunication Company of Iran. The results of this hypothesis are consistent with the results of Rezaei Manesh and Fryur (2014), Mesrur and Aghajari (2016), and Kerzner (2016), Bakeryini (1999) and Brian (2017). In this regard, the application of new strategies along with Old strategy, updating the way old strategies are implemented, management empowerment to keep pace with changes in the day.

In the sixth hypothesis, the significance of the inappropriate application of the program with the outlook on the strategic management failure of the telecommunication company of Iran was investigated. Based on the results of factor analysis, the factor load factor was 0.60 and its significance was 6.34. Therefore, the sixth hypothesis of the research is acceptable and it can be said that the inappropriate relationship between the program and the prospect is affected by the strategic management failure of the telecommunication company of Iran. The results of this hypothesis are consistent with the results of the research Rezaei Manesh and Fryur (2014), Mesrur and Aghajari (2016) and Kerzner (2016), Bakeryini (1999) and Brian (2017). In this regard, the development of an outlook proportional to the organization's ability, focusing on long-term goals rather than short-term and early goals, the strengthening of information systems of the organization is proposed both in terms of technology and in terms of human resources.

In the seventh hypothesis, the significant effect of the lack of laws and mechanisms of identifying and solving executive problems on the strategic management failure of Telecommunication Company of Iran was studied. Based on the results of factor analysis, the factor load factor is 0.71 and its significance is 7.17. Therefore, the hypothesis Seventh research is accepted and it can be said that the lack of laws and mechanisms for identifying and solving executive problems affect the strategic management failure of Telecommunication Company of Iran. The results of this hypothesis are consistent with the results of the research Rezaei Manesh and Fryur (2014), Mesrur and Aghajari (2016) and Kerzner

(2016), Bakeryini (1999) and Brian (2017). In this regard, it is proposed to develop appropriate rules and regulations for solving organizational problems, using flexible methods and employing appropriate work teams to advance organizational goals, improving the managers' skills to align with the structural structure of the strategic planning system.

In the eighth hypothesis, the significant effect of inadequate training and guidance on the strategic management failure of Telecommunication Company of Iran was investigated. Based on the factor analysis, the factor load factor was 0.62 and its significance was 6.58. Therefore, the eighth hypothesis of the research is acceptable and it can be said that inadequate training and guidance with perspective on the strategic management failure of Telecommunication Company of Iran is effective. The results of this hypothesis are consistent with the results of the research Rezaei Manesh and Fryur (2014), Mesrur and Aghajari (2016) and Kerzner (2016), Bakeryini (1999) and Brian (2017). In this regard, the appropriate human resources allocation for the implementation of the strategic planning process, the strengthening of the ability and understanding of the staff in implementing the strategy, the organization of in-service training programs and workshops to provide training and instructions to staff at the operational levels.

Ismail Pour, Reza. Motaqi Sakachai, Marzieh. Gholizadeh, Mohammad Hassan 2015. Prioritize the risk of customer relationship management projects using a combination of fuzzy multi-criteria decision-making techniques. *Operational research in its applications (applied mathematics)*. 12 (19): 49-60.

REFERENCES

- Borman, M., & Janssen, M. (2013). Reconciling two approaches to critical success factors: The case of shared services in the public sector. *International Journal of Information Management*, 33(2), 390-400.
- Conforto, E. C., & Amaral, D. C. (2010). Evaluating an agile method for planning and controlling innovative projects. *Project Management Journal*, 41(2), 73-80.
- Heydarizadeh, Elaheh. Rezaei, Ali Akbar. Time before, myth. 2016. Identification of the present and desired status of strategic planning components in the management of Iranian cultural institutions and institutions (Case study: Ministry of Culture and Islamic Guidance). *Social-cultural strategy*. 5 (18): 221-242.
- Kerzner, R. (2016). Project management: cost, time and quality, two best guesses and a phenomenon, it's time to accept other success criteria. *Int. J. Proj. Manag.* 17 (6), 337-342.
- Killen, C. P., Jugdev, K., Drouin, N., & Petit, Y. (2012). Advancing project and portfolio management research: Applying strategic management theories. *International journal of project management*, 30(5), 525-538.
- Mishrur, GH.A., & Aghajari, M. (2016). Strategic planning and management and its role in advancing the goals of human resources of the organization. *International Management and Accounting Conference*.
- Papke-Shields, K. E., & Boyer-Wright, K. M. (2017). Strategic planning characteristics applied to project management. *International Journal of Project Management*, 35(2), 169-179.
- Parker, D. W., Parsons, N., & Isharyanto, F. (2015). Inclusion of strategic management theories to project management. *International Journal of Managing Projects in Business*.
- Rezaei Manesh, B., & Fryor, F. (2014). Evaluating the Effectiveness of Strategic Planning for Susan by Houston Connery. *Strategic management research*, 20 (54): 37-62.
- Serrador, P., & Turner, R. (2015). The relationship between project success and project efficiency. *Project management journal*, 46(1), 30-39.
- Soltani, E., & Marjani, T. (2017). Applying the project's strategic management as a new project management approach, *Technology Growth*. 12 (45): 69-76.
- Turner, R., & Zolin, R. (2012). Forecasting success on large projects: developing reliable scales to predict multiple perspectives by multiple stakeholders over multiple time frames. *Project Management Journal*, 43(5), 87-99.
- Yalegama, S., Chileshe, N., & Ma, T. (2016). Critical success factors for community-driven

development projects: A Sri Lankan community perspective. *International Journal of Project Management*, 34(4), 643-659.

Yalegama, S., Chileshe, N., & Ma, T. (2016). Critical success factors for community-driven development projects: A Sri Lankan community perspective. *International Journal of Project Management*, 34(4), 643-659.

Yalegama, S., Chileshe, N., & Ma, T. (2016). Critical success factors for community-driven development projects: A Sri Lankan community perspective. *International Journal of Project Management*, 34(4), 643-659.