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Investigation into the challenges faced by project teams in planning the scope of infrastructure development projects during initiation phases: a case study of Transnet Soc Ltd.

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SCHOOL OF CONSTRUCTION ECONOMICS AND MANAGEMENT

MSc: Building (Project Management in Construction)

in the Faculty of Engineering,

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TITLE: INVESTIGATION INTO THE CHALLENGES FACED BY PROJECT TEAMS IN PLANNING THE SCOPE OF INFRASTRUCTURE DEVELOPMENT PROJECTS DURING INITIATION PHASES:

A Case Study of

TRANSNET SOC LTD.

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Declaration: I declare that the work I am submitting for assessment/examination contains no section copied in whole or in part from any other source unless explicitly identified in quotation marks and with detailed, complete and accurate referencing.

(Signature).....

ABSTRACT

The purpose of this dissertation is to identify critical factors which affect scope planning at initiation stages of projects and propose improvements.

A survey using a questionnaire developed by the researcher was conducted amongst industry professionals working in Transnet Projects environment. Data collected from 26 respondents was analysed using **Ms Excel and SPSS – Version 32** statistical analysis tool and evaluated on a 5-point Likert scale whilst secondary data from interviews conducted amongst project team members within Transnet Projects environment was summarised into notes.

The analysis of objectives and discussions thereafter indicates that while there are shortcomings in Transnet project scope planning process, the organisation has somehow embraced the benchmark of the industry advocated by the PMI and is improving quite well and the future looks bright. There is also a general consensus that Project Team members are well aware of the process and feel positive about the future.

The research findings are applicable strictly to the Transnet Projects environment.

This dissertation empirically identifies shortcomings and challenges in project initiation scope planning and the impact such challenges have in project teams within the Transnet projects environment. The nature of this study is exploratory and suggests further investigation within the Project Management community at large to confirm the findings.

This dissertation provides Project Managers, Sponsors, and Senior Management with primary focus areas during scope planning at initiation stages of projects whilst other stakeholders are focused on determining other aspects of project details.

The research key words are: Project Initiation Stages, Scope Planning, project teams.