

# Focus on the Method applied to the research on project management in Morocco

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*Abstract*—Several interesting studies have been carried out on project management and have given rise to important indicators that allow analysis, conclusions and recommendations. My ambition is to do a similar work but focused only on projects in Morocco since this work has never been done in a detailed and precise way. The final objective of this study is to:

- reflect the state of project management as performed on Moroccan companies;
- give companies the opportunity to optimize the control of their small and large projects by being inspired by the meaningful and interesting experience of the various projects carried out in Morocco.

In this paper, I will begin by explaining how I chose to conduct my study in order to extract the actual data, the method of analysis I opted for, and then focus on the target sample and its behaviour.

**Keywords**—Optimization, project management, failure, success, statistics, method, study.

## I. INTRODUCTION

It was possible to concentrate my study on a single company with several types of projects but this option was without any interest for me for several reasons:

- In my professional career I have already had the opportunity to participate and manage projects of different sizes in several companies. So I already know how it works in detail.

- A single company or even two or three remain insufficient case studies for a generalization.

- Companies prefer to keep their project failures hidden and refuse to talk about them, especially if the objective is a publication.

- The objective of the study is to know the trends of project management in Morocco. Each project is unique and its progress cannot be generalized to other projects. This is why it is important for me to study the experience of several projects in several sectors and fields of activity and to provide a vision from several angles and by different profiles.

The way in which I proceeded in order to have real data from the field is based on two study methods. Firstly, interviews with different executives in different fields and sectors followed by an online survey in anonymous mode in order to respect the confidentiality of the companies [1][2].

## II. METHOD OF THE STUDY

### A. Interviews

The target of about twenty interviews was composed of 50% of executives working in IT departments and organizations of large structures in Morocco. The remaining 50% are either employees in the public sector, engineers in small and medium enterprises, or people who have created their own small business. The objective was to have a maximum of information from different sources in order to prepare a work that will concern a larger population.

### B. Survey

The survey has been activated during the whole month of December 2020. It was composed by a series of 27 questions and was addressed to different people who have participated or managed projects in companies of all sizes in both the private and public sectors.

Initially the survey was destined only for people whose job was the IT project, consulting firms, IT services

companies and information systems departments of companies of different activities. But then I thought it would be interesting to involve even people who have jobs other than project management but who have been involved in projects. The total population targeted was over 400 people, and came up with 256 complete, serious and significant responses.

An invitation to participate in the survey was sent to contacts, friends and ex-work colleagues who had already had project experience. Then another invitation concerned my old colleagues at school, computer engineers, who almost all of them work in the field of project management. A request was addressed to them to transfer the same survey to their collaborators and colleagues at work. Finally, the survey was published in groups specialized in project management.

### III. INTERVIEW RESULTS

It appears from the interviews that:

- Project management is a real issue that concerns and preoccupies managers in all areas and sectors [3][4].
- Most individuals who have carried out personal projects do not follow any project method. Everything is managed on a day-to-day basis without any risk calculation or planning. This applies to even the largest personal projects. This practice often impacts the time and quality parameters. The focus of the project owner is more on the cost component which is his first concern. This is why we note that in Morocco most personal and family projects take a long time to be realized, going through several problems that could have been avoided by a simple risk management, and the delivery is often of average quality since no quality control is imposed.
- Engineers in IT departments and organizations are the most affected and aware of project management issues at all levels. Difficulties to manage project teams, to manage customers who generally have no limits in their requests, to have the means they need to carry out the project, to have the support and attention of top management...
- The trend of most engineers in large structures is towards the integration of agile in their management, which is giving very good results so far. They find many difficulties in the application of this method since it is new and being experimented in Morocco [6-9].
- The companies do not organize training for their employees who train themselves in their own way and according to their means. This is a risk not to be neglected. We will see later in this study the verification of this point during the survey.

### IV. SURVEY ANALYSIS APPROACH

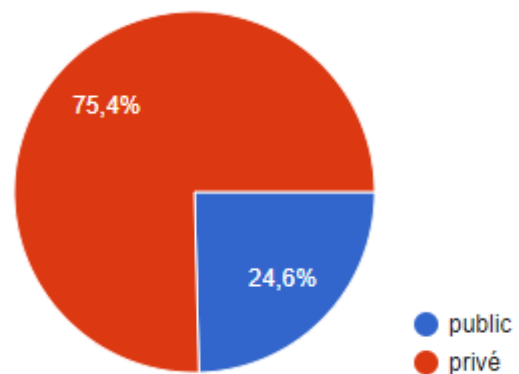
The analysis of the survey will be an exploratory descriptive analysis of the data. It will allow the observed data to be represented in the simplest and easiest form

possible and easy to read and analyze. These representations will allow us to carry out several analyses. First, analyze the result of each question separately and then cross the questions to obtain more focused and precise conclusions.

This study is the first targeted and complete survey of its kind on project management in Morocco with the objective of optimizing this practice. Therefore, I cannot use any previous knowledge to compare the results of the study in a controlled manner. The survey is essentially exploratory, and tries to identify trends in project management in Morocco through the analysis of a targeted population that the selected sample will represent.

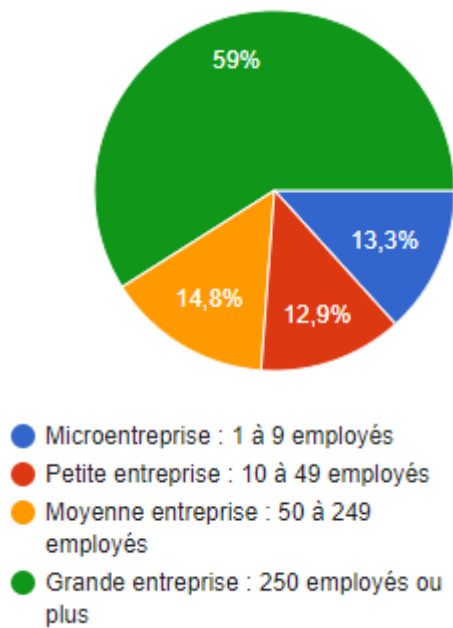
### V. FOCUS ON THE SAMPLE

“Fig. 1” shows the distribution of firms in the sample by private/public sector. We note that the private sector is over-represented compared to the public sector. This has been planned from the beginning, which is quite logical since the project management business clearly concerns more private companies that necessarily look to optimize their performance while reducing costs and delays, the main reason why project management methods are adopted. But it is important to have a vision of project management in the public sector as well, which will be the case in my study.



“Fig. 1”

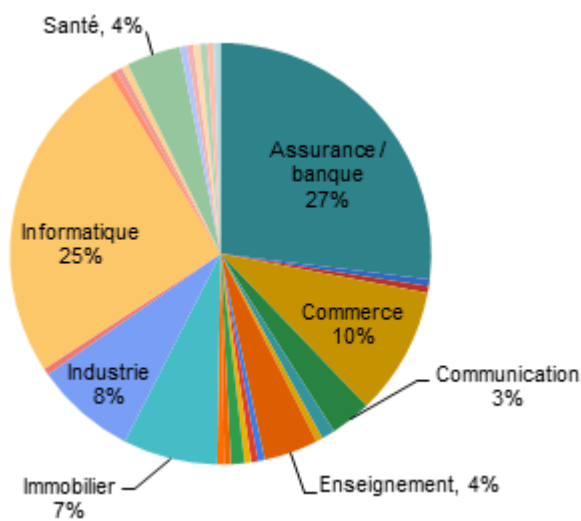
Companies of all sizes have been focused to have a consistent and complete representation. But the majority of the population works in large companies with more than 250 employees, why? Because in large companies the number and size of projects is greater and more important, which necessarily requires the application of a good methodology to manage them and make them successful [5][6]. But we also have the micro, small and medium enterprise vision which will allow us to have a complete view.



“Fig. 2”

As you can see in “Fig. 3” below, all trades have been targeted and approached to see how all types of projects and in all sectors. It is clear that the areas most concerned by project management and which appeared the most in our sample are:

- IT and banking/insurance (project management) in 1st position,
- business, building and industry in 2nd position,
- health, communication and education in 3rd position,
- then come all the other trades.

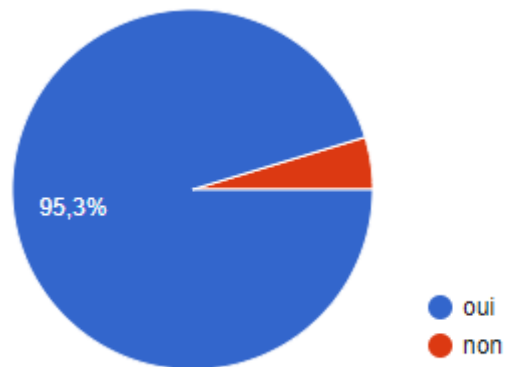


“Fig. 3”

This was in accordance with my expectations and the definition of my sample set before the study was launched.

This will allow us to study project management domain by domain in order to highlight problems and difficulties affecting the success of projects.

I asked if the company in which you work is aware of the importance of adopting a method in the management of its projects in order to improve their management and success. The answer was both surprising and satisfying at the same time. Almost 100% responded positively as shown in “Fig.4” below.

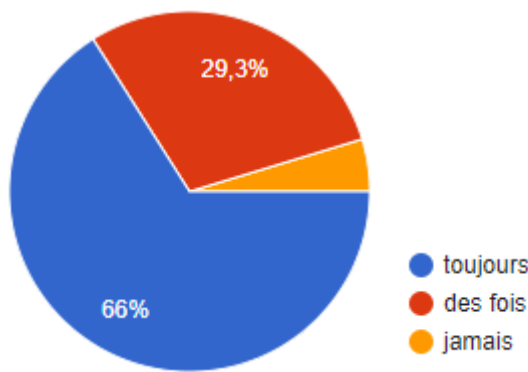


“Fig.4”

Analyzing the previous answer we can think that everyone adopts a project management method to achieve their objectives since they are aware of it. But the answer is not what I expected.

Already we can see that those who answered not being aware of the importance of this practice are exactly those who never apply it. Which is quite normal and logical, they represent 4.7% of our sample, which is insignificant.

66% of the sample always manages its projects according to a management method; the remaining 29.3% do not apply it all the time. This is a good rate, although companies here in Morocco are mostly aware of the importance of project management but they do not all apply a method necessarily all the time. This can be explained by the lack of skills maybe, lack of training, lack of resources ... we will have the opportunity to see in the study the real reason behind [10][11].



“Fig. 5”

## VI. CONCLUSION

This was a presentation of the methodology and approach I followed for my project management optimization study in Morocco where I was able to explain why my choice was made this way and not in any other way. A zoom on the studied population was also presented. The study will continue in order to move on to a detailed analysis of the results of the survey carried out according to the method explained above.

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