

Project Manager Leadership Style, Teamwork, Project Characteristics and Performance of Water Projects in China

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Abstract

Globally, there has been a significant increase in the number of project activities (winter & zczepanek, 2008). The British Standard (BS 6079:2000) defines a project as a unique set of co-ordinated activities, with definite starting and finishing point, undertaken by an individual or organization to meet specific performance objectives within defined schedule, cost and performance parameters. On the other hand, the Project Management Institute (PMI) (2004) notes that a project is a temporary endeavour undertaken to create a unique product, service or results. Due to increased emphasis on projects and the fact that the utility of a project depends upon successful project completion, project management field of study has emerged as a distinct discipline from general management (Cleland & Ireland, 2002). Chase, et al., (2001) defines project management as the process of planning, directing, and controlling resources in order to ensure high level of project performance which is normally expressed in terms of time, cost, and quality and stakeholder satisfaction perspectives. With the objective of enhancing project performance, the PMI has a Project Management Body of Knowledge (PMBOK) guide which documents processes, knowledge areas and best practices applicable in most projects. In the current PMBOK, five basic process groups and ten knowledge areas are documented with issues related to two of the areas namely time and cost management being the subject of this study (PMI, 2013).

Keywords

Leadership Style, Teamwork Characteristics, Performance of Water Projects.

1. Introduction

The overall objective of this study was to determine the relationship between project manager's leadership style, teamwork, project characteristics and their impact on project performance in water sector projects in China. To achieve the objective, hypothesis were formulated namely there is no significant relationship between project manager's leadership style and project performance; there is no significant relationship between project manager's leadership style and teamwork; there is no significant relationship between teamwork and project performance; the relationship between project manager's leadership style and project performance is not intervened by teamwork; the relationship between project manager's leadership style and project performance is not moderated by project characteristics; and the joint effect of project manager's leadership style, project characteristics and teamwork on project performance is not significant. Through the use of positivist research paradigm and descriptive cross-sectional research design, primary data was collected from project managers and project team members involved in water projects in the country while secondary data was collected from project files. Project performance was evaluated in terms of Time Performance Index (TPI) and Cost Performance Index (CPI). The study findings are that there is statistically significant

relationship between project manager's leadership style and project time performance; there is a statistically significant positive relationship between project manager's leadership style and teamwork; there is a statistically significant relationship between teamwork and project time performance; the relationship between project manager's leadership style and project time performance is mediated by teamwork; and moderated by project complexity; and there is a statistically significant combined effect on the relationship between project manager's leadership style, teamwork, project characteristics and project time performance. However, no statistically significant relationship was found between project manager's leadership style and project cost performance. Although the study findings confirm existence of a statistically significant relationship between project manager's leadership style and project time performance, the findings indicate that the relationship was not direct as it was mediated by teamwork. In addition, the study has shown the moderating role of project characteristics in the relationship between project manager's leadership style and project time performance. The study findings have also identified the importance of transformational leadership style and teamwork in enhancing performance of water projects in China. This implies that clients should consider leadership style and team building capabilities of project managers before allocating them projects. Further, with leadership being critical, there is need for curricular review as a way of ensuring that graduates have the right mix of technical and leadership skills necessary for successful project execution.

2. Background of the Study

Despite the importance and emphasis on projects, the end results for most projects have not been exciting with majority of projects across different countries, industries and sectors registering poor performance. Indeed, a review of extant literature shows that time and cost over-runs have become the norm rather than an exception (Jugdev & Muller 2005; Kibuchi, 2012). Consequently, there has been increased number of litigations, wastage of resources, negative reputation of clients and professionals involved in unsuccessful projects as well as lack of envisioned product, service or change (Aibinu & Jagboro, 2002; Jugdev & Muller, 2005).

Within project management, project manager's role is recognised as a key determinant of project performance (Pinto & Slevin, 1988). Several studies (Keller, 1992; Keegan & Den Hartog, 2004; Higgs & Dulewicz, 2004; Sunindijo, et al., 2007) have theorised and tested the link between project manager's leadership style and project performance. For example, Keller (1992) found a link between project manager's transformational leadership style and project performance while Higgs and Dulewicz (2004) established a preference for transactional leadership style for simple projects and transformational leadership style for complex project. However, there are inconsistencies in the available literature on the choice of an appropriate leadership style that would result in high level of project performance. For instance, although Keegan and Den Hartog (2004) had predicted transformational leadership style to be appropriate for project managers, they found no significant relationship.

3. Problem Statement

One of the most significant trends in the world has been the increasing amount of project activities across different sectors and industries (Winter & Szczepanek, 2008). With the utility of a project being dependent upon successful completion, the search for ways of enhancing project performance has been on for several years (Al-Hejji, 2006) which has led to identification of critical success factors. Despite this, poor project performance seems to be a universal phenomenon in construction projects (Talukhaba, 1999; Assaf & Al-Hejji, 2006; 11 Frimpong, et al., 2003, Gichunge, 2000). With leadership having been recognised as a key success factor in general management (Dulewicz & Higgs, 2005; Zaccaro, et al., 2001) and the

fact that leadership style is positively related to teamwork in terms of team communication, collaboration and cohesiveness (Zaccaro, et al., 2001; Wang, et al., 2005), it would be expected that project manager's leadership style should influence teamwork and project performance. In addition, based on contingency theory it is expected that project characteristics would influence leadership style adopted within a project. In China, investments in water and sanitation projects are huge. For instance, the total development expenditure on water supplies and related services increased from NShs 20.5 billion in 2012/13 to NShs 44.5 billion in 2013/14 financial year (NNBS, 2014).

4. Research Objective

The overall objective of this study was to study and examine the project manager's leadership style, teamwork, project characteristics and their subsequent impact on project performance in water sector projects in China. The specific objectives were to:

1. Study and examine the current Project Manager's leadership style, teamwork and projects characteristics within water sector projects in China.
2. Establish the relationship between Projects Manager's LS, T & PC and their impact on the project performance of water sector projects in China.
3. Propose a set of solutions to overcome the shortcoming of the Project Manager's LS, T & PC impact on the performance of water sector projects in China.

5. Research Questions

The research question include the follows bellows:

- Q1: During the project execution, does the project manager talked about his/her most important values and beliefs and the project manager specified the importance of having a strong sense of purpose during the project execution?
- Q2: Does the project manager provided the project team members with assistance in exchange for their efforts?
- Q3: Does the project manager made it clear what each project member was to receive once the project performance goals are achieved?
- Q4: During the project execution, does the project manager focused attention on irregularities, mistakes, exceptions and deviations from standards?

6. Research Hypotheses

To analyses the data, the following hypotheses were tested:

- H1 There is significance relationship between PM's leadership style and the projects performance of water projects in China.
- H2 There is significance relationship between teamwork and peoples of water projects in China.
- H3 There is significance relationship between projects characteristics and peoples of water projects in China.
- H4 There is significant relationship between projects managers LS, T and PC to people of water project in China.

7. Research Frameworks

As far as the theory is concern, the study will follow the descriptive research method.

The above theory formulated and one dependent variable supported by five other variables as independent variables were incorporated. One mediator is introduced for a unique model for the study to follow for a probable solution to the issue raised. On the above concept, at field level investigation will be carried out for finalizing the module.

The Quantitative research methods will be adopted for analysis with the SPSS spread sheet and Smart PLS till module found supportive.

The study may be conducted with (Explorative Research) methods. As in the said method, the module is defined as a specific line of inquiry, often for future research with the purpose of making recommendation.

8. The Significance of the Research

The water sector plays an important role in the social-economic development of the country. Thus, the results of this study will be useful to various stakeholders and will make several contributions. For the government, development partners, project managers, consultants, contractors and clients in the water sector, the study has clarified the relationship between project manager's leadership style, teamwork, project characteristics and project performance. Through this, project managers are expected to adopt appropriate leadership style which will enhance project performance in the water sector. With enhanced project performance in the water sector, the study findings will result in values for money and hence reduce wastage of public funds through reduction of time and cost over-runs. This will enable the government to channel available resources to other sectors of the economy. In addition, the study findings are expected to spur social economic development in the country through provision of affordable and sustainable water services to industries and the citizens. Further, completion of sanitation projects on time and within budget will support government effort of addressing health and hygiene issues.

Depended variable (DV)

Diminishing street mishap in Bangladesh is poor variables (DV). To reach to this target free factor (IV) experience masterminded lead theory (Icek Ajzen, 2006) intervening effect on the IV to reach to DV.

The after effect of the change(s) accomplished by introduction of a self-governing variable.

Individual variable (IV1)

H1- There is significance relationship between PM's leadership style and the projects performance of water projects in China.

Relating between DV and IV1

The idea figures factors, which at long last used to make Hypothesis. One of essential thought in the game plan of an examination issue is the improvement of Hypotheses. This brings,

- Simplicity
- Specificity and midpoint to an examination subject

In any case, they are not key for an examination. One can lead a true examination without structure up a solitary formal theory. On the off chance that it is required and proper, by then it will all in all be considered.

A speculation is made so it will by and large be appeared or disproven by critical and solid information. Significance of speculations lies in their capacity to bring bearing. They brief the specialist what unequivocal data to aggregate and in this way give a continuously huge focus interest. The arrangement of a hypothesis furnishes an examination with focus interest. A hypothesis makes sense of what information to aggregate and what not to gather. It improves objectivity. Theory may connect with to add to the significance of hypothesis.

The attributes of theory is, it is immediate, express, and carefully clear and the analyst ought to be acquainted with the piece of data.

Individual variable (IV2)

H2- There is significance relationship between teamwork and peoples of water projects in China.

Relation between DV and IV2

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Individual variable (IV3)

H3- There is significance relationship between projects characteristics and peoples of water projects in China.

Relation between DV and IV3

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The attributes of theory is, it is immediate, express, and carefully clear and the analyst ought to be acquainted with the piece of data

Individual variable (IV4)

H4- There is significant relationship between projects managers LS, T and PC to people of water project in China.

Relation between DV and IV4

The idea figures factors, which at long last used to make Hypothesis. One of essential thought in the game plan of an examination issue is the improvement of Hypotheses. This brings,

- Simplicity
- Specificity and midpoint to an examination subject

In any case, they are not key for an examination. One can lead a true examination without structure up a solitary formal theory. On the off chance that it is required and proper, by then it will all in all be considered.

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9. Underpinning Theory

Study is a sorted out survey that uses adequate logical system to take care of issues and produces new information that is normally pertinent.

Research work incorporates precise, adroit, legitimate and hard examination, portrayal obscure, and foundation of affiliations and causation that license the exact expectation of results under a given arrangement of conditions. It likewise includes recognizing holes in learning. Confirmation is the thing that definitely known and ID of past mistakes and restriction.

The present research is an endeavor to portray efficiently a circumstance, issue, marvel, administration or program, or give data. The principle reason for the investigation is to portray, what is common as for the issue/issue under the examination. This exploration attempts to characterize as the examinations are a methods for finding new importance depicting what exists, deciding the recurrence with which something happens and ordering data.

As indicated by (Icek Ajzen, 2006) hypothesis of arranged social (TPB) is embraced. There are three contemplations is guided by the human conduct: they are, Behavioral Beliefs, Normative Beliefs, Control Beliefs.

In this particular, conduct convictions produce a great/troublesome frame of mind towards the conduct; regularizing convictions result in apparent social weight, and control convictions offer ascent to conduct control.

10. Methodology

Political risk refers to the “threat that social, political or economic factors in a foreign country may affect the feasibility and profitability of an organization’s global operations”. Political risks can be classified into two broad categories, ‘macro political’ and ‘micro political’ Therefore political risk can be considered to arise at the macro or micro level.

This part rushes to the investigation procedure, investigate setup, analyze instrument, examining technique, resource need, data gathering and research ethics and summary of the area.

As shown by Joy Advanced Learner's Dictionary, Research infers an exact examination towards expansion of data. Examination into an issue. System mean methodology of reasonable effective data or standard of science or study.

In the underneath section, pro recognized the definition on research as communicated by couple of journalists in their survey are given for better understanding the subject. They are according to the accompanying:

Research design

In order to achieve the purposes of this endeavor, we used a framework included four endeavors:

Task A- A proof review of the most remarkable existing verification relating to both general structure plan for non-experts and the arrangement and usage of the STATS19 shapes

Task B- An ordered guidance organize gathering points of view and experiences from an extent of STATS19 accomplices in Scotland. This included people from Police Scotland, Transport Scotland and Scottish Local Authorities

Task C- Based on the information collected from Tasks A and B, and the results of a workshop including people from the gathering and field experts, we arranged a redesigned STATS19 structure for social occasion of the critical data

Task D- Testing the reevaluated collection structure was essential to ensure that it is useful and usable. The last stage fused a steadfast quality examination using a movement of vignettes to research whether the structure could be grasped and used adequately to make accurate STATS19 records. Emotional data from customers was also procured as a part of this task

Research population

The pressure masses for which the examination work conducts is known as the examination people. This is in addition considered the objective individuals from where an examination masses and after that a model taken for the examination work.

The information amassed through model investigation by then changed over into data for examination and study the report.

Estimations is an instrument for changing over information into data, which licenses accomplishing a confirmation about a people dependent on a model. Generally speaking, the information is gathered from an examination drove at field level, it is totaled, to guarantee that the information is precise and solid. The information can be gathered also from direct acumen and from starters. The information collected need request in travel that it tends to the general population from which it is drawn.

Sampling design

A surveying plan is a method for choosing how a model ought to be taken from a people. There are three systems are on center, they are Simple Random Sampling, Stratified Random Sampling and Cluster Sampling, they are talked about in the underneath territory:

Basic Random Sampling: A principal sporadic point of reference is a model which is picked with the objective that every conceivable instance of a tantamount size is in like manner in danger to be picked. Model is any social event of three names is as nearly likely as picking some other party of three names. This is remarkably simple to depict in any case incredibly hard to do.

Stratified Random Sampling: A stratified abstract model is cleared up, as it is acquired by restricting the majority into select sets or strata and after that drawing essential sporadic points of reference from the majority of the stratum normally. Model is Gender, Age, Occupation social affairs.

Group Sampling: A bunch test is a basic eccentric instance of social events or get-togethers of parts. It is a beneficial strategy when it is badly designed or over the top to build up a hard and fast synopsis of the majority individuals or the general population is usually scattered geographically.

Regardless, from the above pack investigating picked as it is ceaselessly fitting for the present proposition on segments impacting of getting decrepit sustenance things in Bangladesh which hunting down endorsing from the examination cautioning gathering.

Sampling

This examination is relied upon to assemble information from people. The response rate is the key examination parameter. It is overseen in variety of ways, they are: work power chat with, telephone converse with, self-coordinated overview, etc.

A huge amount of effort made in the past to design an overview, the key norms to structure a survey will be: review should be short, it should be essential and clear worded request, started with measurement question to help respondent pleasing. Use yes/no or various picked request, cautious should be accepted the usage of open completed request, pretest is fundamental before settling an examination study for basic data aggregation work for the investigation consider.

Sampling design

According to the essentialness of randomization, whereby each section in the majority is given a relative and free likelihood of choice, a direct sporadic point of reference is picked by the procedure exhibited as looks for after:

1. See by a number all testing units in the majority.
2. Pick the point of reference check.
3. Select utilizing the fishbowl draw, the table of a PC program.

Model is, there are 80 understudies in the class, so the development is remembering them by a number from 1 to 80. As picked an instance of 20 utilizing the direct eccentric procedure. Utilize the fishbowl draw, the table for optional numbers or a PC program to pick 20 understudies. These 20 understudies become the reason of examination. In stratified flighty taking a gander at, the analyst attempts to stratify the majority so the general population inside a stratum is homogeneous as for the trademark subject to which is being stratified. For instance, it is progressively clear to stratify a people reliant on sexual course than subject to age, pay or frame of mind. .

Sampling size

Test measure attestation is the appearing of picking the measure of acknowledgments or impersonates to join into a genuine point of reference. The point of reference measure is a basic segment of any observational examination where the objective is to make acknowledgments about a people from a model. In every way that really matters, the point of reference check utilized in an examination is usually picked subject to the cost, time, or comfort of get-together the information, and the essential for it to offer adequate quantifiable power. In bewildered examinations there might be two or three unquestionable model sizes: for instance, in a stratified overview there would be various sizes for every stratum. In an estimations, information is hunt down a whole people, from this time forward the ordinary point of reference measure is indistinguishable to the majority. In exploratory course of action, where an examination might be separated into various treatment get-togethers, there might be undeniable point of reference sizes for each social affair.

Data analysis

The real outcomes of water contamination in Nigerian people group are financial, wellbeing and natural issues. On one side the administration is encountering horrible and decimating cost irregularities. Dirtied water containing dregs and parasites is over the top expensive to be blessed to receive the ideal standard for any family unit or even modern application. This can likewise be combined with the money related ramifications of annihilating the related sicknesses.

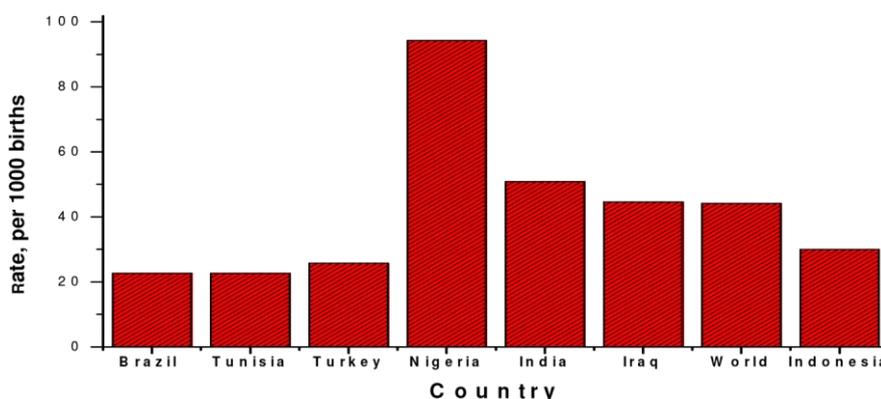
Thusly, youngsters and new conceived children are for the most part influenced by these severities, as can be seen from the high baby death rate in the nation. The grown-ups are likewise not exemptions as they are experiencing related "executioner destitution" particularly in the northern area.

For full and successful intestinal sickness destruction up to N880, 801 million are required every year. This figure speaks to about 12.0% of the Gross Domestic Product (GDP). Jungle fever trouble alone is in this way gigantic and crushing enough to handicap financial development (Jimoh et al., 2007). Billions of US dollars that can be utilized by global associations and non-administrative offices for improving the prosperity of neighborhood occupants are fundamentally occupied for water-borne illnesses annihilation.

Regional Poverty in Nigeria, 2010.

Geopolitical Zone	Percentage poverty, %
North West	71.2
North East	72.2
North Central	67.0
South West	43.0
South South	36.1
South East	26.7

Figure: Infant mortality rate for some countries in the world, 2009.



Source: CIA, 2010.

Frequencies

Statistics		
	Geopolitical Zone	Percentage poverty, %
N	Valid	6
	Missing	0

Frequency Table

Geopolitical Zone

	Frequency	Percent	Valid Percent	Cumulative Percent
North Centr	1	16.7	16.7	16.7
North East	1	16.7	16.7	33.3
North West	1	16.7	16.7	50.0
Valid South East	1	16.7	16.7	66.7
South South	1	16.7	16.7	83.3
South West	1	16.7	16.7	100.0
Total	6	100.0	100.0	

Percentage poverty, %

	Frequency	Percent	Valid Percent	Cumulative Percent
26.70	1	16.7	16.7	16.7
36.10	1	16.7	16.7	33.3
43.00	1	16.7	16.7	50.0
Valid 67.00	1	16.7	16.7	66.7
71.20	1	16.7	16.7	83.3
72.20	1	16.7	16.7	100.0
Total	6	100.0	100.0	

Descriptive

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Percentage poverty, %	6	26.70	72.20	52.7000	19.86273
Valid N (listwise)	6				

Recommendation and conclusion

It has clearly been established that, pollution of domestic water is an ongoing problem in most Nigerian communities, especially the government-ignored villages. The tragedy is seriously crippling human development, proper identification of preventive and control measures would be very useful. The key ways forward in this respect are the proper education of local people on the important of water sanitation and good waste disposal methods, establishment of water treatment plants and good regulatory strategies. Adequate budgetary funding is therefore necessary. In the early democratic days (1946-1956), up to 15.1% of the national budget is expended on water supply by the colonial administration. With the exception of 1994, when 14.9 % was allocated, the percentage expenditure fell drastically (Table 2). Although there are signs of improvement under the current Millennium Development Goals (MDG), low financing of water sector, in a country where 69 and 103 million people (more than half of the population) lack safe drinking water and adequate sanitation facilities respectively, is a great mistake with crippling consequences for human development and economic growth.

Year	Amount Allocate (N million)	Percentage of Annual Budget, %
1991	83.8	0.02
1992	71.7	0.01
1993	63.6	0.12
1994	197.5	0.6
1994	2,579.4	2.1
1996	2,195.1	14.9
1997	2,786.2	1.5
1998	3,843.4	1.5
1999	N.A.	N.A.
2000	14,318	2.2
2001	64,761	7.2
2002	30,200	3.3

Source: Orubu, 2006. See also Central Bank of Nigeria, Annual Report and Statement of Accounts.

11. Discussion

Oil pollution problems could be successfully addressed by ensuring that corruption-free “safety and operability procedures” are fully implemented by all oil stakeholders, lessons and program development options from United Kingdom (UK) offshore and onshore safety strategy would be very useful. Companies operating offshore are the major water polluters; they should therefore be forced to be practicing safety procedures similar to those in UK, where “safety case” and Health and Safety Executive (HSE) policies are efficiently applied. Where oil spill has already taken place, the best management and recovery options to ensure that reasonable risk assessment is carried out by experts and emergency procedures, involving the use of approved international techniques and equipments should be adopted.

Lack of efficient law-enforcement instrument has significantly resulted to waste disposal into fresh waterways by sellers of different food and cosmetics in our markets. This could be fully addressed by improving awareness and ensuring total compliance with the applied laws and practices. Prosecution of defaulters would be very important here.

As the current agricultural and environmental policies are either deficient on the laws governing the disposal of agricultural wastes by farmers or lack good enforcement mechanisms, the three tiers of government in the country should ensure that “effective agricultural waste disposal methods are promulgated”. Farmer education through extension services and attractive media forums are required. Judicial measures could similarly be employed in certain complex cases. Fishers that adopt chemicalised-fishing system, polluting rivers and lakes, should be educated, treated with warm cautions and legal actions for defaulting.

Regarding the diseases infection issues, adequate funding and proper health education in all communities are necessary. The current state of the system, involving very few “Community Health Extension Workers (CHEW)” per locality should be fully funded and enhanced by ensuring that, many youths enrolled into community health studies. This could be achieved by standardising Schools of Health Technologies, Nursing and Universities at large. A decision by UNICEF and many nongovernmental organisations gave emphasis also to improved water and environmental sanitation program. For example, diarrhoea infection, the most childhood killer disease in Nigeria, can be successfully reduced by 50% if water quality is improved. Coupling

sanitation (proper disposal of human and animal faeces) with health education, improved water quality measures, enhanced hygiene techniques and adequate funding the disease could be a history.

Conclusively, none of the aforementioned measures could yield any positive result, except the serious corruption problem in the country is addressed with full implementation, involving not only the poor but the leaders, wealthy and their associates (i.e. collective approach).

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