



**BUSITEMA
UNIVERSITY**
Pursuing Excellence

**PROJECT COMMUNICATION, TEAM COLLABORATION AND PROJECT
CHANGE MANAGEMENT: A CASE OF WORLD VISION IN UGANDA**

BY

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**A RESEARCH DISSERTATION SUBMITTED TO THE FACULTY OF
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BUSITEMA UNIVERSITY**

PLAN A

DECEMBER, 2022

DECLARATION

I Ssemaganda Bosco hereby declare that to the best of my knowledge, this research thesis titled “*Project Communication, Team Collaboration and Project Change Management*” is my own original work, and it has never been submitted to any other institution whatever academic award.

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APPROVAL

We certify that Ssemaganda Bosco, Reg No. BU/GS19/MBA/11 has done this work entitled “*Project Communication, Team Collaboration and Project Change Management in World Vision Uganda*” under our supervision as authorized university supervisors. We therefore authenticate that this his original work as it has never been submitted for any to any institution of higher learning for any award.

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DEFINITION OF KEY TERMS

Project communication:	Is defined as the process of ensuring proper and timely delivery of pertinent project information which involves the direction and outcome of projects (Allwood, 2002).
Intra-communication:	Internal communication involves sharing of oral and writing communication within the project organizational team members (Burman & Sanderg, 2013).
Extra-communication:	External project communication encompasses all communications between the project parties/stakeholders outside the project organization (Allwood, 2002; Nangoli <i>et al.</i> , 2012).
Team collaboration:	Refers to the level of cooperation, cohesiveness and interactive communication that exists among project team while executing project activities (Naveed <i>et al.</i> , 2017).
Team-communication:	Relates to the degree to which team members are able share information and ideas with other teams in a more openly and effective manner.
Team-cooperation:	Is the extent of shared understanding of project goals and synchronizing of tasks among project teams (Heogl & Gemuenden, 2001).
Team-cohesiveness:	Means having that spirit of togetherness/we-ness between project teams or individuals (Heogl & Gemuenden, 2001).
Project change management:	Refers to all activities associated with the interaction of structures, technology, processes and people.
Process change:	is the progressive stages through which project organizations implicitly transition from the current situation to the future desired state (Naveed, 2017).
Structural change:	Connotes to the reporting line and how project teams or individuals are coordinated to each other in the within the project organization set-up (Suprpto <i>et al.</i> , 2015).
Cultural change:	Refers to a shared or generally believed assumptions of the project organization by accepting and adopting novel/new project ideas (Naveed, 2017).

ABSTRACT

The purpose of this study was to examine the relationship between project communication, team collaboration and project change management. The study was grounded on four specific objectives namely; to establish the relationship between project communication and project change management, to determine the association between project communication and team collaboration, to examine the relationship between team collaboration and project change management, and to establish the mediating relationship of team collaboration on project communication and project change management in World Vision Kampala Uganda. The study draws from change management theory. The study adopted a cross sectional survey research design with a target population of 151 projects and a sample of 108 was determined using Krejcie and Morgan (1970) Table for sample size determination and selected using simple random sampling technique. The data was collected using a closed-ended questionnaire and were checked for validity and reliability using expert judgement and Cronbach alpha coefficient respectively. The collected data was entered in SPSS and analysed using descriptive statistics, correlation and regression analysis. The correlation results indicated a significant relationship between project communication, team collaboration and project change management. The regression results revealed a positive significant relationship between project communication and project change management, project communication and team collaboration, team collaboration and project change management. The results further demonstrated that team collaboration partially mediates project communication and project change management. The study concluded that team collaboration conveys the inputs of project communication to enhance the efficiency of project change management. The study recommends integrating team collaboration with project communication to improve project change management. Further research should conduct a similar study with a focus on how team collaboration interacts/moderates project communication and change management by considering NGOs countrywide with a view of broadening the scope of knowledge.

Keywords: Project Communication, Team Collaboration and change management

CHAPTER ONE

1.0 Introduction

This section contains the study background, problem statement, purpose, research objectives, hypothesis, scope, significance, justification and conceptual framework.

1.1 Background to the Study

Project changes are inevitable, and therefore the ability to successfully navigate through project change is becoming more and more important since effective change management helps in accurate prediction of project risks, benchmarking project performance, and enabling the project organization to realize a high return on investment (Shafiq *et al.*, 2018; Moayeri, Moselhi & Zhu, 2017; Hornstein, 2015). It is therefore imperative for any project organization to move ahead by constantly bringing about useful and structured changes that gear projects towards the attainment of desired outcomes (Butt, Naaranoja & Savolainen, 2016). Project Change management refers to all activities associated with the interaction of structures, technology, processes and people (Harris, 1999). Project change management may also be described as the process of transitioning or modifying the original scope, schedule, cost and agreed quality of the project in such a way that it can meet changing requirements and objectives (Moayeri *et al.*, 2017; Hao *et al.*, 2008). The latter definition embeds the whole project life cycle because of what happens to projects as they progress through their lifecycle, it is noted that after a certain point in time some changes may need to be introduced as far as functioning, operations, finance or the other aspects of the project are concerned so as to improve its chances of reaching its goals.

However, very often this essential component of change management is missing in the project management literature, and this could explain why many project initiatives are failing. For

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