

THE EFFECT OF CHANGE MANAGEMENT APPROACHES ON PROJECT
IMPLEMENTATION: A CASE OF SAFARICOM PLC

by

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APPROVAL

EFFECT OF CHANGE MANAGEMENT APPROACHES ON PROJECT IMPLEMENTATION: A CASE OF SAFARICOM PLC

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DECLARATION

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I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBO:	Community Based Organization
CEO:	Chief Executive Officer
CSF:	Critical Success Factors
ICT:	Information and Communication Technology
IT:	Information Technology
NACOSTI:	National Commission for Science, Technology and Innovation
NPPIS:	National Public Projects Implementation System
PCT:	Project Change Triangle
PLC:	Public Limited Company
PMI:	Project Management Institute
SPSS:	Statistical Package for the Social Sciences
SPSS:	Statistical Package for Social Sciences
UK:	United Kingdom

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ABSTRACT

Project implementation failure is associated with approaches of change management since failure to consider how people behave towards changes lead to failure of majority of the projects. This study sought to analyse the effect of change management approaches on project implementation in Safaricom PLC. The objectives of the study were to establish the change management approaches, to determine the level of project implementation and to establish the effect of change management approaches on project implementation at Safaricom Plc. The study was anchored on the theory of Change Management, Project Change Triangle Model and Kotter's Model on Change Process. The study used a descriptive research design. The target population comprised of 909 employees in the head office at Safaricom Plc while the sample size had 136 employees and the stratified random sampling technique was used in obtaining the sample. The study used primary data for analysis and the data was collected through a questionnaire. The researcher used 15 respondents for pre-test. Analysis of data was done by use of descriptive and inferential statistics through the use of SPSS software. Pearson Correlation analysis was used to determine the level of association of the two variables. Data was presented by the use of tables, graphs and charts. The results revealed that top management and employees are involved and are committed in effecting the changes in our organization. The results revealed that projects have met the required set standards and are always completed within scheduled time. The results revealed that top management and employee's involvement and commitment had an effect on project implementation. The study concluded that the change management approaches at Safaricom Plc included employee involvement, external stakeholders' involvement and change management communications. It was concluded that there has been project implementation at Safaricom Plc and the projects have enhanced continued flow of benefits, met the quality standards and the

projects are completed on time. It was concluded that employee involvement, external stakeholders' involvement and change management communications had an effect on project implementation. It was recommended that in order to succeed in projects initiated, management should develop a clear plan on what are the needs to be actualised. The management must ensure that the top management team is fully committed to implementing the change. The management of Safaricom Plc should come up with quality controls; such checks will help to determine the impacts of the change at various organizational levels.

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