# A STUDY ON ORGANIZATIONAL CONTEXT OF
# PROJECT MANAGEMENT AFFECTING
# THE SUCCESS OF FAST FOOD CHAINS IN MYANMAR

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT**
**OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL**
**STAMFORD INTERNATIONAL UNIVERSITY**
**MASTER OF BUSINESS ADMINISTRATION**
**ACADEMIC YEAR 2014**

**The Research has been approved by**
**Stamford International University**
**The Graduate School**

**Title:**     A Study on Organizational Context of Project Management Affecting
the Perception on the Success of Fast Food Chains in Myanmar

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| **Title:** | A Study on Organizational Context of Project Management Affecting the Perception on the Success of Fast Food Chains in Myanmar |
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| **Academic year:** | 2014 |

## Abstract

The objectives of this study are (1) to examine project and organization strategy of fast food chains; (2) to examine organizational structure of fast food chains and (3) to examine organizational culture and project management of fast food chains in Myanmar

This study is designed to use quantitative research method with sample consists of 180 people who are working at fast food chains. The respondents are composed of both males and females from fast food chains. A statistical program is used to analyze collected data. The data analysis is presented by descriptive statistics which consists of frequency, percentage, mean, standard deviation, and quantitative analysis of test differences by Multiple Regression test for testing the relationships between dependent variables and independent variables for this study.

The results reveal that the majority of the respondents are males, the main age group is 18-24 years old and 75% of the respondents are working at Lotteria. The data analysis result shows the statistical significance and correlation between independent variables (project and organization strategy, organization structure, organizational culture and project management) and dependent variable (success of fast food chains in Myanmar). The mean values of this study show all the hypotheses are acceptable.

**Keywords:** fast food chains in Myanmar, project management, success

# ACKNOWLEDGEMENT

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# CHAPTER 1

# INTRODUCTION

## 1.1 General Introduction

In its transition to become a 21st century economy, the fast food companies are trying to penetrate and build a new market in Myanmar which fulfills the wishes for hamburgers, French fries, fried chicken for decades. Some cafes and shops which can serve various kinds of menus have been in business for many years now and it was only recently that fast food chains have got more and more attention and are growing even more rapidly in Myanmar. While US fast food chains such as McDonald's and Kentucky Fried Chicken are still exploring how and when to enter Myanmar, Lotteria, South Korean fast food restaurant, opened its first branch in April, 2013. Since the first step of Lotteria was successful, it was followed by many fast food chains such as Marry brown, and Potato Break. (www.mmtimes.com, 2014: online)

Formerly, the only restaurants in Myanmar were cheap food stalls serving noodles and street foods or expensive serviced restaurants. A number of foreign restaurant operators have entered the new frontier market during these years. Lately, Myanmar people go abroad for various purposes, they gained knowledge about the lifestyles from neighboring countries and became interested in changing lifestyles; for example hanging out with friends at coffee-shop or fast food restaurants. Since Myanmar is now welcoming foreign food franchises from across the world, a number of major companies from Asian countries such as Thailand, South Korea and Japan are competing to open restaurants. After South Korean fast food chain, Lotteria, gained success in building new fast food market in Myanmar, some fast food restaurants have already followed the success of Lotteria and various types of fast food restaurants are also trying to put the steps in Myanmar market and Myanmar people have many choices concerning with fast food chains. Because of high competition, strategies and management of an organization or a project becomes essential to gain success in this fast food industrial competition.

## 1.2 Information of Fast Food Chains in Myanmar

### 1.2.1 Lotteria

Lotteria is a subsidiary of conglomerate Lotte Group. It opened many franchises in Asia mainly in Japan, China, Taiwan, South Korea, Indonesia, Vietnam and Myanmar (www.lotteria.com/eg/, 2011: online). The first Lotteria fast food chain in Myanmar was opened at Junction Square Shopping Centre, Yangon in April 2013 (www.mmtimes.com, 2014: online). Its menu includes typical fast food items such as burgers, fired potato, fried chicken, chicken wings, chicken fingers, ice-cream and soft drinks, along with the regular fare. Lotteria has already opened 5 branches in Yangon and 1 branch in Mandalay. It is also planning to open 30 more franchises in Myanmar by the year 2016 (Bae Ji-sook, 2013: 43).

### 1.2.2 Marry Brown

Marry Brown which is well known for its halal and rice-based food products, has signed a deal with a local Myanmar company to open 20 restaurants in Myanmar over the next five years (Joshua Liew, 2013: p15). Marry Brown has over 350 outlets across the world and the outlets are located in Malaysia, China, India, Maldives, Myanmar, UAE, Indonesia and other 10 countries. The first Marry Brown was established in Yangon in June 2013 which serves fried chicken, burgers, finger food, salad, fries, range of beverages and desserts (www.marrybrown.com.my, 2012: online).

### 1.2.3 Potato Break

The last fast food restaurant which is currently getting attention from Myanmar people is Potato Break. Even though Potato Break made the grand opening of its first shop in this year July, Potato break fast food restaurant became famous among teenagers because of its unique and different menus from other fast food restaurants which include fries, baked potatoes, chicken wings, drinks, ice cream and coffee. Besides, Potato break is the first fast food restaurant mainly devoted to potatoes with various choices of dips and recipes for fries and snacks. Because of its

first successful step in Myanmar, Potato break is now planning to open many more branches in Myanmar. (Cindy Liu, 2014: 8)

## 1.3 Statement of Problem

In Myanmar, people are getting well educated and changing lifestyles nowadays. Moreover, the changes related to government rules and regulations make foreign investments more and more interested in doing business in Myanmar. Fast food market was emerged due to these changes. In Myanmar, there were cheap food stalls and expensive restaurants only in the past time. Since the fast food restaurants are mainly located at shopping malls and cinemas, the attractiveness of fast food restaurants to people becomes high and people started to enjoy having meal at these fast food restaurants because not only the services provided are simple and easily accessed but also changes of life style trend in Myanmar.

The number of fast food chains in Myanmar is increased because of high demand of customers. Since the menus served by the fast food chains are similar, high competition is happening between fast food chains. Besides the price and product comparison, the important factors for every fast food chain are project and organization strategy, organizational structure, organizational culture and project management of an organization. If the shape of organizational context is constructed based on individuals and infrastructure of an organization, it shows influence on the success of fast food chains in Myanmar.

Because of economic reforms in Myanmar and some business changes for foreign investments in Myanmar, it draws foreign investors' attention. Therefore, the new market called fast food chains market emerged in Myanmar within these years. The success of an organization or a project depends on the way the organization or a project is being managed. Moreover, the strategies the organization used, structure and culture of an organization and the project management are the fundamental as well as important factors to make an organization successful. This study mainly focused on the newly formed fast food chains market in Myanmar and made a research on organizational context of project management in an area of fast food industry in Myanmar as the first research in Myanmar.

## 1.4 Objectives of the study

The objectives of the research are as follows;

-To examine project and organization strategy of fast food chains in Myanmar

-To examine organizational structure of fast food chains in Myanmar

-To examine organizational culture and project management of fast food chains in Myanmar

## 1.5 Research questions

The research questions for this study are as follows;

(1) How does project and organization strategy relate with the perception on the success of fast food chain in Myanmar?

(2) How does organizational structure relate with the perception on the success of fast food chain in Myanmar?

(3) How does organizational culture and project management relate with the perception on the success of fast food chain in Myanmar?

## 1.6 Limitation of the Research

This study focuses on the employees who are working at fast food chains in Myanmar. This research is not related with the customers of fast food chains in Myanmar. This research was limited to organizational context of fast food chains in Myanmar. Since this research was concerned with fast food industry, the results from the survey were reflected on the particular industry, not generalized to other business fields. The research was conducted during a specific time of period. The research cannot be generalized for all the time.

## 1.7 Scope of the study

The main scope of this research is to find out organizational context including project and organization strategy, organizational structure, organizational culture and

project management and to identify how these factors affect the success of fast food chains in Myanmar.

## 1.8 Significance of the study

This study is mainly correlated with the perception on the success of fast food chains by organizational context of project management, by finding out the relationships of project and organization strategy, organizational structure, organizational culture and project management with the success of fast food chains in Myanmar.

Since the fast food chain market is new and it becomes successful in Myanmar, there is a huge amount of competition between fast food chains. This study is the first research which is related to the fast food industry in Myanmar. Firstly, the results from this study can guide and help in applying for the purposes in building a successful organization. Secondly, this research can also assist in understanding of project and organization strategy, structure and culture of an organization, project management, how importance of these basic concepts in an organization and how all these important factors of project management relate to the success of an organization. Lastly, this study can help an upcoming foreign investment projects to Myanmar by pointing out the relationships of organizational context of project management and fast food chains in Myanmar.

## 1.9 Definition of Terms

For a better understanding, it is necessary to define the meaning of words in this study.

**Fast food:** Food that can be prepared quickly and easily; and is sold in restaurants and snack bars as a quick meal or to be taken out.

**Fast food chain:** A chain of restaurants which serve fast food.

**Frontier market:** A type of country that is not a developed market. This economic term is commonly used to describe the equity markets of the smaller and less accessible but investable countries.

**Franchise:** An authorization granted by a government or company to an individual or group permitting them to perform specified commercial activities.

**Subsidiary**: The stock of a company is more than 50% controlled by another company, referred to as parent or holding company.

**Recipe:** A set of instructions for preparing a particular dish, including a list of the ingredients required.

**Demand:** An economic principle that illustrates the desire and willingness of a customer to pay a price for a specific good or service.

**Infrastructure:** The basic physical and organizational structures and facilities (e.g. buildings, roads, and power supplies) which are necessary for the operation of a society or enterprise.

**Organizational context:** The way a business is put together and the way people and messages travel through this infrastructure. It is based on individuals and agents interact in setting.

**Strategy:** A method or a plan which is selected to bring about a desired future with most efficient and effective use, such as achievement of a goal or solution to a problem.

# CHAPTER 2

# LITERATURE REVIEWS

## 2.1 Project and Project Management

A business enterprise with a starting point and an end point which is carried out for establishing goals within limit of time, cost, schedule, and quality is termed as a project (Buchanan & Boddy, 1992). A project is a short-term venture and it produces exclusive services and products within limited time (Project Management Institute, 2000). Projects are terminated when the organization gets a successful result or completion of objectives of projects or earlier if the results cannot give any operational or strategic advantages in the future (Lewis, 2006). Projects are different from processes because the projects are characterized with limited life cycles. They are initiated, planned, produced, monitored, controlled, completed, and then dissolved (Project Management Institute, 2003). Lundin & Soderholm (1995) found that projects are considered as temporary organizations because of their important alternative to conventional organizational activities. The termination of projects gives the result of the goals of a project if the objectives are clear, definite, accurate and precise.

Project management is a basic tool for managing groups of current, mutually supporting, related projects in a harmonic way so that the project team can achieve and complete all of the objectives. (Cleland, 1994). For example, there will be a cure for cancer by a pharmaceutical organization. The program synchronizes and consists of all types of cancer projects and they will continue over extended period sphere (Grey, 2011). Project management is a specialized type of management which has developed in order to co-ordinate and project management controls some complex activities. The change in business environment of the twenty first century produces an increase in activities under the border of project management procedures and the way projects are controlled. Seymour, Hoare, and Itau (1992) found out that project management is an important strategy for the changes that many organizations are

going through as they adapt from a stable model to a more dynamic one due to turbulence and changes of an environment.

Project management can also be defined as planning, organizing, directing, and controlling of the resources of a company to reach specific goals and objectives (Kerzner, 2003). The project management is also a good use of knowledge, skills, tools and techniques to fulfill the requirements of project. Project management characterizes high quality projects and delivers required products and services or results with limited extent, on time, and within budget (Project Management Institute, 2004, p.8).

## 2.2 Project and Organization Strategy

Strategy is implemented through every project. Every project should have a clear link to the organization's strategy. Strategy is a fundamental factor in deciding how an organization will complete the tasks and reach the goals (Nag, Hambrick and Chen, 2007). Every organization uses projects with specific strategies and converts strategies into new products, services and processes which are necessary to gain success. Project and project management play the key roles in supporting strategic goals. For an organization, it is critical to support projects with the strategic goal to succeed (Erik & Clifford, 2014).

According to David (2001), strategic management is a skill of creation, application, and assessment of decisions made by organization members which assist an organization for its objectives and reach the organization's goal. Therefore, strategic management is a combination of management, marketing, finance, production, operations, research and development, and information systems to gain success of an organization (Hill et al, 2012). Because of limited resources of an organization, strategists must choose the alternative methods which can make the firm benefit the most. Strategic decisions are important because those decisions can create consequences and durable effects on an organization.

There are three main stages in the strategic management process: developing mission, vision and objectives, formulating, implementing and evaluating of methods,

and finding out strengths, weaknesses internally, and classifying opportunities and threats of an organization externally (Pinto, 2013). The process of strategic management is becoming more extensively applied by small firms, large corporations, non-profit associations and governmental organizations. The strategic management provides theme, focus and future direction of an organization (Doherty, 1993). Therefore, the fast food chain from Myanmar should try using strategic management concepts and techniques for the operations and projects to have immeasurable benefits.

## 2.2.1 Development of mission, vision and objectives

In the business world, purpose, vision, mission and objectives of an organization are extremely important concepts. At the same time, these concepts can be considered as tangled chaos. Part of this chaos is a potential stem from the fact that the business purpose of an organization, business vision, mission and objectives of an organization are rarely given adequate consideration and deliberation.

The mission is the most important single cause of business aggravation and business failure (Drucker, 1974). Mission statements have been seen for strategically important management tools but the accurate basis for their use has remained confused (Christopher, 1993). Besides, according to Bart & Hupfer (2004), mission statements are major tools in the pursuit of organizational excellence. A specific and definite mission statement is a force for strategists in considering about the capacity and situation of current operations and in reviewing of the probable attractiveness of upcoming markets and activities of an organization. A mission statement is important in establishing plans and directing the future of an organization.

Vision involves a set of ideas about how people should operate, and interrelate with each other and to build perceptible idealized future state (Mumford & Strange, 2002). A vision is the same with a tie breaker which is important for setting up of priorities. It is important for motivation and purpose of the individuals from the organization. Moreover, brief, concise and motivating vision statement of what an organization aims to develop into and to complete in the future. Vision statements are also a reflection of the goals.

Vision of an organization generally describes objectives for the future of a project or an organization. Objectives are specific consequences that an organization trying to find for rewarding in basic mission (Drucker, 1954). An organization can get a successful gateway with clear and definite objectives. Objectives can generate routes, support in assessment processes, produce synergy, interpretation of priorities, focus management and contribute a fundamental step to plan, arrange, encourage and manage activities of the whole organization. Objectives should be demanding, calculable, assessable, reliable, constant, practical, and realistic and clear (Odiorne, 1965). Therefore, mission, vision and objectives of an organization produce the outlines for an organization and top managers to accomplish these outlines to gain success in the future. So, the fast food chain from Myanmar must have established mission, vision, and objectives as first steps for projects and organizational strategy because of its positive influences on success of organization.

## 2.2.2 Formulation, Implementation and Evaluation of Strategies

Projects are the basic and main components in implementing strategies into an organization. Besides, projects are important in the processing steps of strategic management. Formulation of strategies can be examined from all types of perspectives because it focuses on the types of strategies which are used by an organization and it is mainly concerned with the creation of those strategies; for example, investigating strong points, weak points, opportunities, and threats to find out proper and suitable strategies for an organization (Schellenberg, 1983). This course of action is termed as formulation of strategies. Moreover, there are some important strategy formulation issues such as making a decision of entering new businesses, choosing business to discard, allocating resources, developing and expanding operations or branch out, settling on to enter international markets, choosing to link or figure a joint venture, and keeping away from aggressive takeovers (Grundy, 1998).

Implementation process after formulating strategy can be explained as the active stage of strategic management and the strategy is transformed into real action. That action is then cautiously implemented so that the accomplishment and success of

an organization can be ensured (Pearce et al, 1986). Implementation is generally as a managerial task because top level management selects various tools to renovate the strategy into reality. The implementation process needs a firm while setting up annual objectives, develop guidelines and rules, encourage recruits, and assign resources so that formulated strategies can be performed well. The purpose of this process is to build up a culture which supports strategies, generate an efficient organizational structure, redirect marketing efforts, plan budgets, develop and utilize information, and connect a reward system for employees with organizational performance. Successful implementation is mainly depending on the capability of managers related to the motivation of the employees (Fred, 2011).

Strategic evaluation or strategic assessment is the finishing step of strategic management. The project managers need to check certain strategies which are not performing well. Evaluation of strategies is the main source for obtaining all necessary information. All of the strategies are depending on modification in the future because external and internal factors are continually altering. Three important activities are assessment of external and internal factors which are foundation factors for current strategies, evaluation of performance and taking counteractive actions (Wheelen & Hunger, 1992). Therefore, to build and manage an organization or project, it is necessary to understand and good use of formulating of strategy, implementing of formulated strategies and evaluating all these activities.

## 2.2.3 SWOT Analysis

SWOT analysis in project management is very simple and straight forward. It is not a pure way to control the whole project but also used to focus the weak area and strong area which will yield a good return (Quincy, 2013). Strengths are the strong points which can provide a border for the company over its competitors, weaknesses are the points that can create risks if competitors use in opposition to the firm, opportunities are positive ways which can bring a competitive advantage for an organization, and threats are adverse ways which can produce negative effect on the business (Pinto & Millet, 1999).

SWOT analysis is a useful tool to generate strategic options and assess the future course of action of a company. SWOT analysis is a strategic evaluation tool which marketers use for evaluation of organizational strategic position (Johnson et al, 2012). The main purpose of analyzing strengths, weaknesses, opportunities and threats of an organization is to help the marketers with meaningful facts about organizational key competencies based on an analyzed data. Besides, this SWOT analysis can help the marketers in creating benefits for their business by linking the opportunities of an organization with their strengths, included an identification of threats for an organization, and reduce weaknesses to produce better outcomes (Humphrey, 2005). Therefore, SWOT analysis is a valuable, helpful and common tool in strategic planning (Glaister & Falshaw, 1999).

Once SWOT analysis is synthesized, a list of competitors is generated. External factors are compared with those of competitors, strengths and weaknesses are analyzed to take advantages of potential opportunities and to minimize threats for an organization. Moreover, after using SWOT analysis, the results and comparisons induce strategists or decision makers to consider all of the circumstances more precisely (Kangas et al, 2001). Therefore, with the use of SWOT analysis, any organization or firm including fast food chain can overcome all of challenges, make advantages and right strategies. This can make to gain success in the market and hold first position in fast food industry.

## 2.3 Organizational Structure

Organizational structure can be viewed as how responsibility and power of an organization are allocated inside the organization and work procedures are carried out by organizational members (Blau, 1970). Organizational structure can also be described as internal pattern of relationships, authority and communication of an organization (Thompson, 1967). Daft (2001) showed that in every organization, the structure of an organizational is mainly built based on the following key elements; (i) Organizational structure where project managers have proper reporting relationships and controllable situation with employees from each level from organization.

(ii) Organizational structure where recognizes all employees from group into departments and departments into an organization

(iii) Organizational structure where consists the plans for producing effective communication, management, and incorporation across departments.

## 2.3.1 Functional Organizations

The majority of organizational structures applied in business world nowadays is functional organizational structure. This structure is commonly applied when functional area is a leading role for project completion or success of the project (Hobbs & Menard, 1993). The reason for using functional organizational structure is making a group of people and departments with similar activities into units. Division is created by depending on type of work but not on the type of project supported. In an organization with a functional structure, members have to work on many projects routinely or maintain various product lines at the same time (Pinto, 2013).

There are advantages and disadvantages if an existing functional organization is used for administration and completion of the projects (Scholl, 2003). The major advantages are; the projects are built up with basic functional structure, minimum difficulty in usage of staffs, in depth knowledge about projects and easy post-project transition which means normal career pathways are preserved.

There are also some negative points when the project plan is wide ranging and functional department does not play a leading role in technological and managerial processes in the project (Larson, 2004). There will be lack of focus on project responsibilities because of own core routine work, poor integration across the units. Therefore, a certain long period is necessary to finish the project and people working at the project can also be weak at motivation.

## 2.3.2 Project Organizations

Project organizations are mainly related with limited focus aiming at operating projects. The project organization is built with a self-reliant business unit which includes a specific project team. The managers of project team control all resources to

a full extent including major decisions making and authority (Hobday, 2000). Communication is improved between organization members and across the entire project team. Decisions for the project can be made in a short period without any delay. All of the people within the organization or project teams recognizes and controls with equal amount of forces and the type of organization structure supports the organization or project teams to produce rapid reaction to environmental opportunities (Pinto & Millet, 1999).

However, with this project organizational structure, it is costly for setting up processes and maintenance of project teams because this type of structure requires building up with more project specialists than the need of an organization and other types (Robbins, 1990). The project organizational structure develops loyalty of project team members to projects but not to the whole organization and also it will be difficult for maintenance in supplying logical funds. The project organizations created the dilemma of future plans when the project is terminated because of a prolonged absence while working at project team can create a difficulty to go back to original functional departments (Larson & Gobeli, 1987).

## 2.4 Organizational Culture

The fundamental outline of an organizational culture is a coordination of shared rules, standard, faith, principle, charge, assessment and statement that connects and joins people as one (Ball & Asbury, 1989). Culture is part of the overall organizational design to enable widespread information flow (Cummings & Worley, 1997). There are some controlling facts which influence on the emergence of a company or an organization. Among them, important factors which highly affect the cultural development are technology, atmosphere, location, rewards, rules, regulation, key members of an organization, and occurrence (Kilmann et al, 1985). Culture can create positive effects as well as negative effects on an organization and project management. Some of the cultures which are important for an organization or a project are employees' attitude to the goals of the project or an organization, the processes of planning of a project, for example the estimated working time or resources, evaluation of performance and analysis of outcomes by managers.

### 2.4.1 Employee Commitment to goals

The loyalty and enthusiasm of the employees towards their activities influence on the achievement of project goals. An organizational culture which can enhance the enthusiasm of employee and sacrifice for working additional hours or on different types of tasks is more successful (Ryan, 2000). For example, AMEC Corporation which is a global industrial construction company trains employees critically. This company takes its commitment to core values seriously. The company makes an impression on employees for their responsibilities to business partners, clients and broad social environment. If there are people who are new to an organization, the company firstly makes the rules which are related to ethical behavior, equality, justice, quality and safety because the new employees need to make a commitment to all these principles (Pettegrew, 1979). Therefore, these facts clearly explain that employee commitments towards goals are important because they have influence on the success of fast food chains in Myanmar.

### 2.4.2 Project Planning

Project planning is an important provider to gain success of a project or an organization. Planning and analysis are essential and the more planning there is in a project, the more successful the project will be (Wang & Gibson, 2008). Time spent on these activities will reduce risk and increase project success. On the other hand, if there is no adequate analysis and planning, the project will lead to a failed project (Morris, 1998). Moreover, the decisions and plans of employees for supporting project planning processes are needed to be significant. Because of inaccurate estimation of activity, project team members need to pad estimating time for giving themselves time as much as possible (Collyer & Warren, 2009). Therefore, to build a successful organization, project planning is one of the major factors because time management on planning of projects can make the project success as well as fail.

### 2.4.3 Performance evaluation

To boost performance of a project or an organization, there should be a supportive culture which encourages project team members to take the initiative even

it means taking risks for an organization (Manasa & Reddy, 2009). When the culture of an organization supports to accomplish organization's goal which is creation of innovative products, it strengthens the forceful culture of project management with high payoffs. The reward systems have positive influence on employees and support strong mind for projects. These factors bring innovative ideas in a rapid of opportunities (Denisi, 2000). Therefore, the greater the performance of project team and project team members, the more successful the organization will be.

## 2.5 Conceptual Framework

This framework provides a detailed insight on the variables that have effects on the success of fast food chain in Myanmar and based on project and organizational strategy, organizational structure, organizational culture and project management.

**Independent Variables**

| | |
|---|---|
| **Project & Organization Strategy** | H1+ |
| Development of mission, vision & Objectives | H1(a)+ |
| Formulation, Implementation & Evaluation of methods | H1(b)+ |
| SWOT analysis | H1(c)+ |

**Dependent Variables**

| | |
|---|---|
| **Organizational Structure** | H2+ |
| Functional organization | H2(a)+ |
| Project organization | H2(b)+ |

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| | |
|---|---|
| **Organizational Culture & Project Management** | H3+ |
| Employee commitment to goals | H3(a)+ |
| Project planning | H3(b)+ |
| Performance evaluation | H3(c)+ |

**Figure 2.1** Conceptual Framework

## 2.6 Hypotheses

- H1 : Project and organization strategy has significant positive relationship with success of fast food chain in Myanmar
- H1(a) : Development of mission, vision and objectives has significant positive relationship with success of fast food chain in Myanmar
- H1(b) : Formulation, implementation and evaluation of methods has significant positive relationship with success of fast food chain in Myanmar
- H1(c) : SWOT analysis has significant positive relationship with success of fast food chain in Myanmar
- H2 : Organizational structure has significant positive relationship with success of fast food chain in Myanmar
- H2(a) : Functional organization has significant positive relationship with success of fast food chains in Myanmar
- H2(b) : Project organization has significant positive relationship with success of fast food chains in Myanmar
- H3 : Organizational culture and project management has significant positive relationship with success of fast food chains in Myanmar
- H3(a) : Employee commitment to goals has significant positive relationship with success of fast food chains in Myanmar
- H3(b) : Project planning has significant positive relationship with success of fast food chains in Myanmar
- H3(c) : Performance evaluation has significant positive relationship with success of fast food chains in Myanmar

# CHAPTER 3

# RESEARCH METHODOLOGY

The aim of this section is to highlight the overall methodological considerations of the research. It explains the research methodology that was used for collecting and understanding the research of "A study on organizational context of project management affecting the success of fast food chains in Myanmar".

## 3.1 Research Design

This research is carried out to study organizational context of project management affecting the success of fast food chains in Myanmar. In order to examine the relationship between project and organizational strategy, organizational st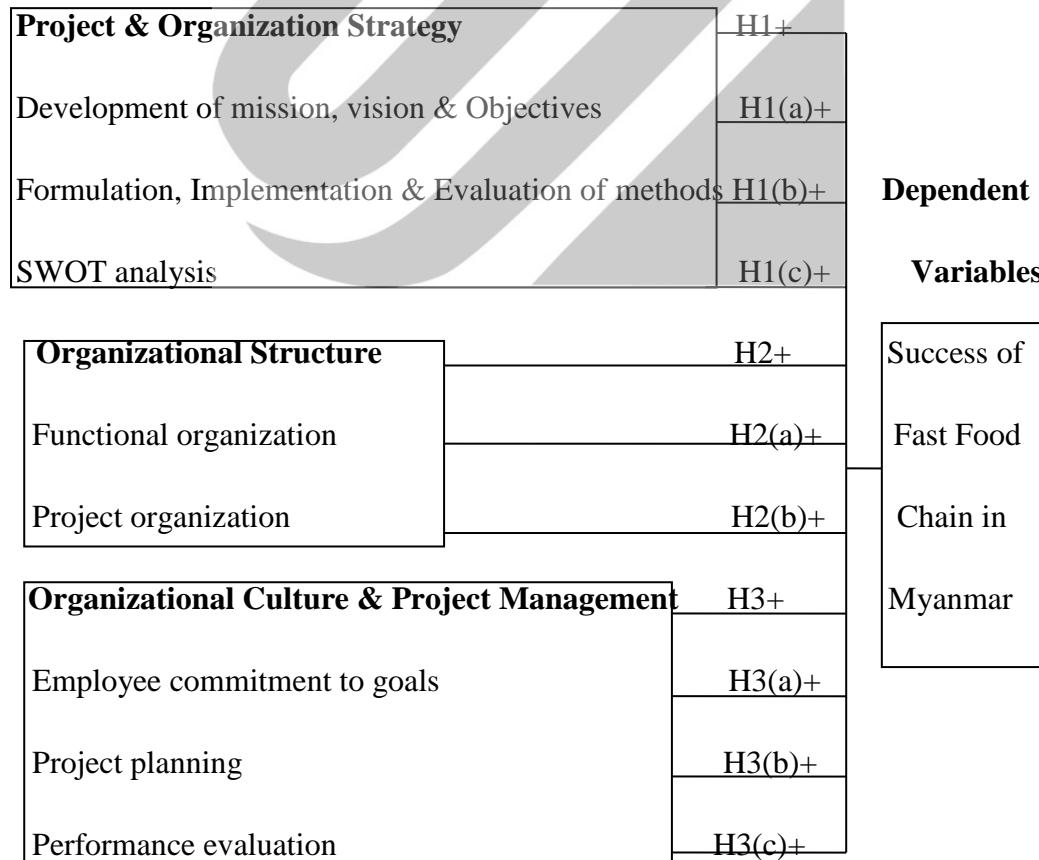ructure, organizational culture and project management and success of fast food chain in Myanmar, this research was based on quantitative data.

The reason why quantitative method is used for this research is for reliability and in order to ensure this research analysis covers the statistical methods used to test hypotheses (Du & Kamakura, 2012). Additionally, the strength of the quantitative method is appropriate for establishing the results and the result is related with the success of fast food chains in Myanmar. Therefore, the quantitative method can help the researcher to get strong research data analysis.

Quantitative method is used for quantitative measurements of some characteristics. It is appropriate to phenomena by means of collection of numerical data for the purpose of analysis using mathematical methods. For this method, quantifiable data involving numerical and statistical explanations are required. This method converts data into mathematical or measurable form (Aliaga & Gunderson, 2000). Questionnaires are mainly used to get an answer for this method.

## 3.2 Populations and Sample Size

It is important to determine sample size for the researcher to collect relevant data from the relevant respondents. In this research, a small sample of the respondents is required because the research was focused on the particular research area.

### 3.2.1 Population

Since this research is based on fast food chains in Myanmar, the target population of this research is people who are working at the fast food chains in Myanmar, mainly Yangon and Mandalay where fast food chains are located. The total population who are working at the fast food chains in Myanmar is about 300 till July 2014 (Source-Lotteria Fast Food Restaurant Official Page, Marry Brown Fast Food Restaurant Official Page, and Potato Break Official Page).

### 3.2.2 Sample Size

The sample section for this study was people who are working at fast food chains in Myanmar or who has an experience working at fast food chains in Myanmar. There are several approaches to determine the sample size. In this study, the researcher choose convenience sampling based on Yamane's formula (1967), which provides a formula to calculate sample sizes with a 95% confidence level and e=0.05. When the researcher knows the size of population who is working at fast food chains in Myanmar, the sample size is determined based on the formula as follows;

$$n = \frac{N}{1 + N(e)^2}$$

n = sample size

N = population size,

e = level of precision

The specific values set for the formula:

$$N=300, \quad e=0.05$$

$$n=\frac{300}{1+300(0.05)^2}$$

$$n = 171.42$$

According to the result being 171.42, the researcher decided to distribute 180 sets of questionnaires in order to prevent any errors. Thus, the sample size is 180 in the target population of 300.

## 3.3 Research Instrument

This study entitled "A study on organizational context of project management affecting the success of fast food chains in Myanmar". Likert scale is applied with a rating scale from 1 to 5; 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

## 3.3.1 Questionnaire

The survey for this research includes 22 questions which are based on dependent variable and independent variables of this study. Questionnaires are made to ask about the perception on success of fast food chains in Myanmar of employees who are working at fast food chains in Myanmar and the relationship of dependent variable with independent variables of this study (project and organization strategy, organizational structure, organizational culture and project management). Moreover, questionnaires are translated into secondary language, Myanmar, for the employees to get better understanding and better response. Therefore, 180 questionnaires are distributed to the employees who are working at fast food chains in Myanmar for asking relationship between organizational contexts of their fast food chains in Myanmar in terms of towards the perception on the success of fast food chains in Myanmar.

## 3.3.2 General Information

The first part of questionnaire includes closed-end, single answer question to obtain general demographic information of the respondents, including gender, age and

working place. The second part of questionnaire includes 22 questions which are based on dependent variable and independent variables of this research

## 3.4 Data collection

A survey method that includes learning from other related researchers and theories is used to data collection of this study "A study on organizational context of project management affecting the success of fast food chains in Myanmar". The surveys including secondary language translated surveys are distributed by printing out and leaving at the franchises of fast food chains in Myanmar and asking the employees to fill out the questionnaires to get the results. Some of the surveys are conducted through email. Yangon and Mandalay were very suitable areas where the study could undertake the surveys not only in person but also via online.

## 3.5 Data analysis

After collecting the questionnaires, coding the approach and statistical software was used to examine the data collected. All the data from the questionnaires was placed into the Statistical Software called SPSS which stands for Statistical Package for the Social Sciences and then confirmed. SPSS was used to find out the reliability of the research. The data from the research was analyzed as descriptive statistics by SPSS 18.

# CHAPTER 4

# RESEARCH FINDINGS

## 4.1 Reliability Analysis

Reliability refers to the extent, to which the scale/survey provides consistent results when surveying similar populations. For the purpose of this study, internal consistency is the main important point. Table 1 shows the reliability testing results for this research, which were determined using Cronbach's alpha.

**Table 4.1** Reliability Statistics

| Cronbach's Alpha | N of Items | Items |
|---|---|---|
| .851 | 2 | Use of good strategies |
| .819 | 2 | Effective mission, vision, objectives |
| .782 | 2 | Formulation, implementation, evaluation of strategies |
| .800 | 2 | Strength, weakness, opportunities, threats analysis |
| .813 | 2 | Organization structure |
| .809 | 2 | Functional organization structure |
| .864 | 2 | Project based organization structure |
| .832 | 2 | Culture of an organization |
| .837 | 2 | Motivation of employees towards goals |
| .844 | 2 | Project planning |
| .797 | 2 | Organization that encourages team leaders |

Table 4.1 shows that the alpha score for this study is .81; indicating strong internal consistency within the scales and this research is 81% reliable. Besides, 50 of respondents were participated in calculating reliability test.

## 4.2 Quantitative Results

## 4.2.1 Demographic Profiles

The part one of questionnaire brought out demographic information which was collected on gender, age and work place. The details were as follows

**Table 4.2** Demographic profiles showing frequency and percentage of respondents classified by gender

| Gender | Frequency | Percent |
|--------|-----------|---------|
| Male | 115 | 63.9 |
| Female | 65 | 36.1 |
| Total | 180 | 100 |

According to Table 4.2, from the total of 180 respondents, 115 respondents or 63.9% were males and 65 respondents or 36.1% were females. Therefore, the majority of the respondents are male.

**Table 4.3** Demographic profiles showing frequency and percentage classified by age

| Age | Frequency | Percent |
|-----|-----------|---------|
| 18-24years | 100 | 55.6% |
| 25-31 years | 40 | 22.2% |
| 32-38years | 16 | 8.9% |
| 39-45years | 16 | 8.9% |
| 45years above | 8 | 4.4% |
| Total | 400 | 100 |

Table 4.3 states that the majority of the respondents are in the range of 18-24 years old because of 100 respondents or 55.6% of total respondents, 40 respondents or 22.2% were in the range of 25-31 years old, 16 respondents or 8.9% each were in the range of 32-38 and 39-45 years old, only 8 respondents or 4.4% were above 45 years old.

**Table 4.4** Demographic profiles showing frequency and percentage of respondents classified by work place

| Workplace | Frequency | Percent |
|-----------|-----------|---------|
| Lotteria | 135 | 75% |
| Marry Brown | 25 | 13.9% |
| Potato Break | 20 | 11.1% |
| Total | 180 | 100 |

Result of table 4.4 states that 135 respondents or 75% were working at Lotteria, 25 respondents or 13.9% were working at Marry Brown and 20 respondents or 11.1% were working at Potato Break.

## 4.2.2 Descriptive Statistic Analysis

In this section, the study presents the summary statistics of the variables based on the scale created. The means and standard deviations of each item are stated in Table 6.

**Table 4.5** Mean and Standard Deviation of Respondents for Project and Organization

Strategy

| Variable | Questionnaire | Mean | Std Deviation | Mean Value Interpretation |
|---|---|---|---|---|
| Project and Organization Strategy | Use of good strategies can improve project or organization | 3.46 | .67 156 | Agree |
| | The success of a project or an organization depends on the strategies used | 4.23 | .66936 | Strongly Agree |
| | Establishment of mission, vision and objectives is an essential basic for every organization to succeed | 3.52 | .60219 | Agree |
| | With effective mission and vision and objectives, an organization knows steps to get successful | 4.11 | .71299 | Agree |
| | A company should be good at formulating, implementing and evaluation of strategies | 3.46 | .64612 | Agree |

**Table 4.5** Mean and Standard Deviation of Respondents for Project and Organization

Strategy (Cont.)

| Variable | Questionnaire | Mean | Std Deviation | Mean Value Interpretation |
|----------|---------------|------|---------------|---------------------------|
| | Only companies which can formulate, implement and evaluate the strategies well can gain success | 4.31 | .59886 | Strongly Agree |
| | Every company or project must do an analysis for strength, weakness, opportunities and threats (SWOT) | 3.43 | .53930 | Agree |
| | Analyzing strength, weakness, opportunities and threats can provide better outcomes | 4.24 | .55294 | Strongly Agree |

According to the Table 4.5, companies which can formulate, implement and evaluate the strategies well are more likely to be successful because of the mean value of 4.31 which means the respondents strongly accept this hypothesis. This is followed by the mean value of use of good strategies (4.23), effective mission, and vision statement (4.11), and SWOT analysis (4.24).

**Table 4.6** Mean and Standard Deviation of Respondents for Organizational Structure

| Variable | Questionnaire | Mean | Std. Deviation | Mean Value Interpretation |
|---|---|---|---|---|
| Organizational Structure | The way organization built is important for organization to succeed | 3.48 | .75824 | Agree |
| | A well structured organization with good internal relationship can achieve goals quickly | 4.13 | .66038 | Agree |
| | Making a group of people who perform similar activities into units produce positive effects on projects or organization | 3.53 | .64643 | Agree |
| | If organization creates a group depending on the work they perform, it can produce more efficient and successful outcomes | 4.21 | .54914 | Strongly Agree |
| | Project based structure can produce better, faster and successful performance because it focuses on the projects mainly | 3.44 | .77114 | Agree |

**Table 4.6** Mean and Standard Deviation of Respondents for Organizational Structure

(Cont.)

| Variable | Questionnaire | Mean | Std. Deviation | Mean Value Interpretation |
|---|---|---|---|---|
| | An organization which is built on project can reach the goal easily and effectively | 4.23 | .69980 | Strongly Agree |

According to the Table 4.6, companies with project based organization have more influence on the success of fast food chains because of the mean value of 4.23 and it showed strong agreement. This is followed by the mean value of organization with good internal relationship (4.13).

**Table 4.7** Mean and Standard Deviation of Respondents for Organizational Culture

and Project Management

| Variable | Questionnaire | Mean | Std. Deviation | Mean Value Interpretation |
|---|---|---|---|---|
| Organizational Culture and Project Management | The culture of an organization is important for success of an organization | 4.38 | .56207 | Strongly Agree |
| | Organization culture can affect project or organization in many ways | 4.58 | .49438 | Strongly Agree |

**Table 4.7** Mean and Standard Deviation of Respondents for Organizational Culture

and Project Management (Cont.)

| Variable | Questionnaire | Mean | Std. Deviation | Mean Value Interpretation |
|---|---|---|---|---|
| | The motivation of employees towards the goal is very important to build successful organization | 3.42 | .73833 | Agree |
| | If the employees are highly motivated and innovated, there are positive influences on an organization | 3.98 | .67248 | Agree |
| | Project planning is important for every organization to gain success | 3.40 | .75191 | Agree |
| | Organization with accurate project plans is more likely to be successful | 4.20 | .76093 | Strongly Agree |

**Table 4.7** Mean and Standard Deviation of Respondents for Organizational Culture

and Project Management (Cont.)

| Variable | Questionnaire | Mean | Std. Deviation | Mean Value Interpretation |
|---|---|---|---|---|
| | An organization must provide environment for employees to make innovation | 3.42 | .61522 | Agree |
| | If an organization encourages team leaders for better performance and innovation, it will produce positive effect | 4.31 | .69393 | Strongly Agree |

According to the Table 4.7, companies with organizational culture has high influence on the success of fast food chains in Myanmar because of the mean value of 4.58 and it showed strong agreement. This is followed by the mean value of organization with accurate project planning (4.20), and the mean value of companies with environment for better performance and innovation (4.31).

Table 4.5, 4.6 and 4.7 shows the mean interpretation of each of these respondents. This table briefly explains about the level of agreement for the variables. According to the above tables, all of the responses are in the Agree and Strongly Agree categories.

## 4.3 Hypotheses Testing

The final segment of the research was hypothesis testing. There were 12 hypotheses in this study.

## 4.3.1 Regression analysis

To examine the relationship between independent variables and dependent variables, the multiple regression analysis was applied. The relationship between project and organization strategy with the success of fast food chains in Myanmar was analyzed by multiple regression analysis.

**Table 4.8** Represent the hypothesis between project and organization strategy and the

success of fast food chains in Myanmar

| Variables | Success of Fast Food Chains in Myanmar | | |
|---|---|---|---|
| | r value | p value | VIF |
| Use of good organizational strategies | .549 | .0000 | 1.000 |
| Establishment of mission, vision, and objectives | .495 | .0000 | 1.000 |
| Formulating, implanting and evaluation of the strategies | .415 | .0000 | 1.000 |
| SWOT analysis | .445 | .0000 | 1.000 |

According to Table 4.8, based on statistically significant with 95% confidence, the regression is statistically significant (p value = 0.000). This table investigates that there is a relationship between the use of good organizational strategies and the success of fast food chains in Myanmar. The diagnostic test revealed r value of .549, indicating that the regression is reasonably fitted and interpreted 54.9% of variance in the success of fast food chains can be predicted by use of good organizational strategies.

Due to the statistically significant regression (p value = 0.000), there is a relationship between establishment of mission, vision and objectives and success of fast food chains. The diagnostic test revealed r value of .495, indicating that the regression is reasonably fitted and interpreted that 49.5% of variance in the success of fast food chains in Myanmar can be predicted by establishment of mission, vision and objectives.

There is a relationship with between formulating, implementing and evaluation of the strategies of an organization and the success of fast food chains because of significant regression (p value= 0.000). The diagnostic test revealed r value of .415 which is an indicator for the regression is reasonably fitted and interpreted that 41.5% of variance in the success of fast food chains in Myanmar can be predicted by formulating, implementing and evaluation of the strategies of an organization.

Because of its statistically significant regression (p value = 0.000), it shows that there is a relationship between SWOT analysis of an organization and the success of fast food chains in Myanmar. The diagnostic test revealed r value of .445, indicating that the regression is reasonably fitted and interpreted that 44.5% of variance in the success of fast food chains in Myanmar can be predicted by SWOT analysis of an organization.

**Table 4.9** Represent the hypothesis between organizational structure and the success

of fast food chains in Myanmar

| Variables | Success of Fast Food Chains in Myanmar | | |
|---|---|---|---|
| | r value | p value | VIF |
| The way organization was built | .479 | .0000 | 1.000 |
| Making a group of people and departments who perform similar activities into units | .474 | .0000 | 1.000 |
| Project based structure organization evaluation of the strategies | .583 | .0000 | 1.000 |

According to Table 4.9, based on statistically significant with 95% confidence, the regression was statistically significant (p value = 0.000). This investigates that there is a relationship between the way organization was built and the success of fast food chains in Myanmar. The diagnostic test revealed r value of .479, indicating that the regression is reasonably fitted and interpreted that 47.9% of variance in the success of fast food chains in Myanmar can be predicted by the way organization was built.

Based on statistically significant with 95% confidence, the regression was statistically significant (p value = 0.000). It proves a relationship between making a group of people and departments who perform similar activities into units in an organization and the success of fast food chains. The diagnostic test revealed r value of .474, indicating that the regression is reasonably fitted and interpreted that 47.4% of variance in the success of fast food chains in Myanmar can be predicted by making

a group of people and departments who perform similar activities into units in an organization.

Because of statistically significant regression (p value = 0.000), there is a relationship between project based structure organization and the success of fast food chains. The diagnostic test revealed r value of .583, indicating that the regression is reasonably fitted and interpreted that 58.3% of variance in the success of fast food chains in Myanmar can be predicted by project based structure organization.

**Table 4.10** Represent the hypothesis between organizational culture and project

management and success of fast food chains in Myanmar

| Variables | Success of Fast Food Chains in Myanmar | | |
|---|---|---|---|
| | r value | p value | VIF |
| Culture of an organization | .517 | .0000 | 1.000 |
| Motivation of the employees towards the goal | .522 | .0000 | 1.000 |
| Project planning | .533 | .0000 | 1.000 |
| An organization providing environment for employees to make innovation | .413 | .0000 | 1.000 |

In Table 4.10, based on statistically significant with 95% confidence, the regression was statistically significant (p value = 0.000). This shows the relationship between the culture of an organization and the success of fast food chains. The diagnostic test revealed r value of .517, indicating that the regression is reasonably fitted and interpreted that 51.7% of variance in the success of fast food chains in Myanmar can be predicted by culture of an organization.

The regression was statistically significant (p value = 0.000) and this investigates that there is a relationship between motivation of the employees towards the goal and the success of fast food chains. The diagnostic test revealed r value of .522, indicating that the regression is reasonably fitted and interpreted that 52.2% of variance in the success of fast food chains in Myanmar can be predicted by motivation of the employees towards the goal.

There is a relationship between project planning and the success of fast food chains in Myanmar. The diagnostic test revealed r value of .533, indicating that the regression is reasonably fitted and interpreted that 53.3% of variance in the success of fast food chains in Myanmar can be predicted by project planning.

Because of statistically significant regression (p value = 0.000), there is a relationship between an organization providing environment for employees to make innovation and the success of fast food chains. The diagnostic test revealed r value of .413, indicating that the regression is reasonably fitted and interpreted that 41.3% of variance in success of fast food chains in Myanmar can be predicted by an organization providing environment for employees to make innovation.

The data analysis of this study established the mean values which showed that all of the hypotheses from this research are accepted by respondents. There are relationships between dependent variable and independent variables because of significant regression (p value = 0.000). VIF value is 1 and it proves that all the variables are related.

# CHAPTER 5

# CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

## 5.1 Conclusion

The research includes three main objectives; to determine project and organization strategy of fast food chains in Myanmar, to determine organizational structure of fast food chains in Myanmar and to determine organizational culture and project management of fast food chains in Myanmar. The overall aim is to know the importance of organizational context of project management for projects and organization and how it influences the perception on the success of fast food chains in Myanmar.

The quantitative survey is used for this research (n=180). The survey includes two groups of questions, including questions about demographics and questions about project management. According to the literature review, project and organization strategy, organization structure, organizational culture and project management are important factors for organizational context of project management and the perception on the success of fast food chains in Myanmar. Previous literature has explained there are only three fast food chains in Myanmar. Therefore, the study on these fast food chains influences the overall management and the success of all these fast food chains in Myanmar. Moreover, three demographic factors are examined, based on the idea that demographic factors could influence the project or organization because of difference in workplace.

In this study, there are 11 hypotheses focusing on the organizational context of project management. Three main hypotheses (project and organization strategy, organization structure, organizational culture and project management) and hypotheses of each of three main hypotheses (Development of mission, vision, objectives, implementation, formulation, implementation & evaluation of methods, SWOT analysis, functional organization, project organization, employee commitment to goals, project planning and performance evaluation).

The results of the test show that all of independent variables have a positive relationship with the success of fast food chains in Myanmar. From the data analysis from 180 respondents, the results give a proof that all the variables are related and some of the hypotheses show stronger relationship and acceptance than others with dependent variable (success of fast food chains in Myanmar).

## 5.2 Discussion

This research is based on "A study on organizational context of project management affecting the perception on the success of fast food chains in Myanmar" and the results of data analysis prove the hypotheses of this study by using SPSS 18 with a number of techniques including correlation, and regression tests.

The overall results of this research are 63.9% of the respondents are males showing the majority of the employees working at the fast food chains in Myanmar are males. The common age group is 18-24 years old which means the organizations are mainly built with young adults which can fully participate in activities of an organization. Since Lotteria is the first mover in Myanmar for creating fast food market and has opened branches in big cities of Myanmar, 75% of the respondents are working at Lotteria.

From the revealed data of project and organization strategy from 180 respondents, the mean value of 4.23 shows that there is a strong relationship between use of good organization strategies and the success of fast food chains in Myanmar and respondents accept the hypothesis. When making consideration in each hypothesis, the mean value of establishment of mission, vision and objectives is 4.11, the mean value of formulating, implementing and evaluation of the strategies is 4.31 and the mean value of SWOT analysis is 4.24. Therefore, every hypothesis which related with project and organization strategy is highly accepted.

From the revealed data of organizational structure from 180 respondents, the highest mean value of 4.23 showed that there is strongest relationship between projects based organization structure and the success of fast food chains in Myanmar and this hypothesis is strongly accepted by the respondents. The mean value of the

way organization built is 4.13, the mean value of making a group of people and departments who perform similar activities into units is 4.21. These values also represented the positive relationship between these independent variables and dependent variables and strong acceptance by the respondents.

From the revealed data of organizational culture and project management from 180 respondents, the highest mean value is 4.58 showing there is positive relationship between the organizational culture and success of fast food chains in Myanmar and the hypothesis is strongly accepted. The mean value of motivation of the employees towards the goal variable is 3.98, the mean value of project planning variable is 4.20 and the mean value of an organization providing environment for employees to make innovation variable is 4.31. The positive relationship and strong acceptance between these variables were proved by these mean values. The value of VIP also showed that all the variables are related.

## 5.3 Recommendations

This study mainly focuses on the relationship between organizational context of project management and the success of fast food chains in Myanmar. Therefore, the researcher would suggest some recommendations that will be useful for conducting further studies.

**Fast food chains in Myanmar**

The data analyses of this study prove that there are positive relationships between independent variables and dependent variables. All of independent variables show their significant relationships with dependent variable and the hypotheses are accepted by the respondents. The respondents who are working at fast food chains in Myanmar have knowledge and experiences about project and organizational management and usage of secondary language gives better understanding of the questionnaire. According to the result, the fast food chains from Myanmar should focus on the management of projects and organization more for the better outcomes and organizations with good internal relationship. Besides, the use of good organization is important but formulating, implementing and evaluation of the

strategies is more important for every organization according to the results. Therefore, understanding the formulation, implementation and evaluation of strategies can help the organizations or companies to gain success in the future.

The project based organizations are more likely to be successful and effective and the culture of an organization is one of the most important factors for every organization because the culture is mainly related with good internal relationship and presence of environment which can give the employees ideas for innovation. In conclusion, fast food chains in Myanmar should set the certain strategies, need to implement, formulation strategic methods properly and effectively and standardized organizational culture to be successful in the future.

**Further Research**

The researcher has provided some suggestions for further study. Due to this study was conducted only in Myanmar, so it would be worthwhile for future research to be conducted either in other new fast food chains in Myanmar or different countries as well. There may be different factors that can be of significance for the success of fast food chains depending on the geographical entity.

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**APPENDIX**

**SURVEY QUESTIONNAIRE**
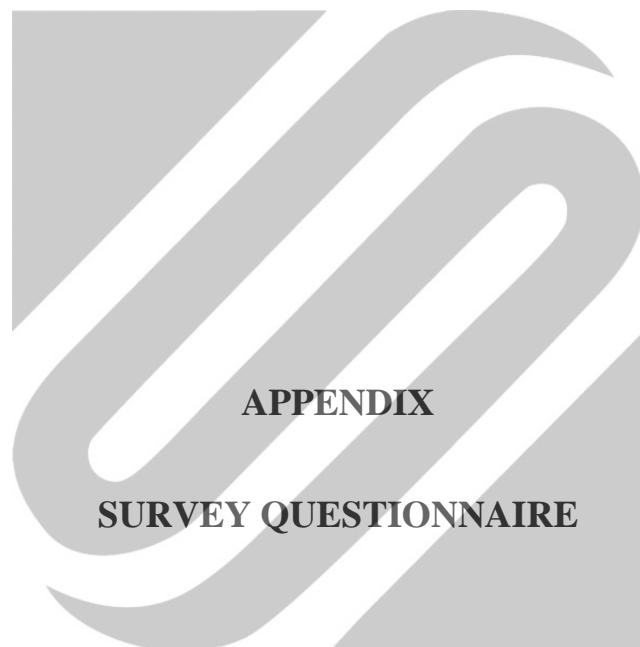
## Part I – Demographic Information

1. Gender ( ) Male

   ( ) Female

2. Age     ( ) 18-24

   ( ) 25-31

   ( ) 32-38

   ( ) 39-45

   ( ) 45 above

3. Which company do you work at? ( ) Lotteria

   ( ) Marry Brown

   ( ) Potato Break

**Part II – Assessment of organizational context of project management on the perception on the success of fast food chains in Myanmar**

| | Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly Agree (5) |
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| 1. Use of good strategies can improve your project or organization ကောင်းမြနသော နည်းလမ်းကို အသုံးပျပြီျခင့်ျဖင့် အဖွဲ့အစည်းကို တိုးတကပေစုပိုင်ည။ | | | | | |
| 2. The success of a project or an organization depends on the strategies used အဖွဲ့အစည်းတစ္ခု၏ေအာင်ျမင္ထသည္ ၄င်းအဖွဲ့အစည်းအသုံးပျပီေသာ နည်းလမ္းေပပဌမူတည်ည။ | | | | | |
| 3. Establishment of mission, vision and objectives is an essential basic for every organization to succeed ခံယူခကအျမင်းဝ့ရည္မွန္းခက္ထည္ အဖွဲ့အစည်းေအာင့ျမင္္အတြက္ လိုအပ္ည။ | | | | | |

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| 4. With effective mission and vision statement, an organization knows steps to get successful ကောင်းမြန် သောခံယူချက်၊ အျမင့်၊ ၀င့် ရှညနှ်းခံ ကြံ့ဖြ၊ အစည်းကို တိုးတက်ကှ ေစရ၀ိ ့ ့သ္ဌ၊ | | | | | |
| 5. A company should be good at formulating, implementing and evaluation of the strategies. အဖြ၊ အစည်းသည်ညွ်းလမ့်းဖန်၊ ျင့် ၀၊ အေကာင့်ထည်ွေဖ၀ ျ်င့်းခံင့်ဆ္နိ်ျ်င့်း နည့်းလမ္ဟ်းမ်းကိုေကာင့်းမြင္ဌ၊ အသံ၀်းျ္ပိုရမည္ဟ။ | | | | | |
| 6. Only companies which can formulate, implement and evaluate the strategies well can gain success. နည်ွ်းလမ္ဟ်းဖနန်းတီးျ၀ိ ့၀င့်ေသာ၊ အေကာင့်ထည်ွ်ေဖ၀ ့ကာ ခံင့်ဆ္နိ်း၀ိ ့ၿမ်းရှိ်ေသာ အဖြ၊ အစည္ည်မ်းသာ ေအာင့်ျ္မမ္ဟ်း၊ ရရှိ်း၀ိ ့ ့မ္ဌ။ | | | | | |
| 7. Every company or project must do an analysis for strength, weakness, opportunities and threats (SWOT analysis). အဖြ၊ အစည်းတိုင့်းသည္ဌ၊းသာ်ကှ၊ | | | | | |

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| အားနည်းချက်နှင့် အခြင့်အေရး၊ စိန်ခေါ်မှုများတို့ ကို စမ်းစစ္စမည်။ | | | | | |
| 8. Analyzing strength, weakness, opportunities and threats can provide better outcomes. အဖွဲ့အစည်းတိုင်းသည့္သာ့းသာ်က္၊ အားနည်းချက်နှင့် အခြင့်အေရး၊ စိန်ခေါ်မှုများတို့ ကို စမ်းစစ္စွာလွ်င့္ အောင့်ျမင်မှုများရရှိနိုင်ည်။ | | | | | |
| 9. The way organization built is important for organization to succeed အဖွဲ့အစည်းတည္ေဆာက်ပုံသည့္ အောင့်ျမင်မှုရရှိရန် အေရးပ္ဂ့ကီးသည်။ | | | | | |
| 10. A well structured organization with good internal relationship can achieve goals quickly. ေကာင်းျမန်ေသာ ဆက္ဆံေရးပ်ဖင့့်တည္ေဆာက္ထားေသာ အဖွဲ့အစည်းသည့္ အောင့်ျမ္ု့ကိုလွ့္ျမ္ြာ ရရှိးဝိုု့ည္။ | | | | | |
| 11. Making a group of people and departments who perform similar activities into units produce positive effects on projects or organization တူညီေသာ လ္ုပ္ေဆာင့်က္ုု့မ္်းလ္ုပ္ေသာလ္ူကို | | | | | |

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| အဖွဲ့အစည်းတစ္ခုအေနျဖင့် ေဆာင်ရွက်ကွိုင်းျပခွင်းသည် ပိုမိုေအာင်ျမင်မှုရရှိုးပိုငွသည်။ | | | | | |
| 12. If organization creates a group depending on the work they perform, it can produce more efficient and successful outcomes. အဖွဲ့အစည်းသည် လုပ်ပုံေဆာင်ရွက်အေပၚအဖွဲ့ခွဲ လုပ်ပွဲကေကာင့်းျမန်ေသာ လုပ်ပုံေဆာင့်ကွဲးရရှိမည်။ | | | | | |
| 13. Project based structure can produce better, faster and successful performance because its focus on the projects mainly. စီမံကိန်းကိုအေျခခံျပီကာ တည်ေဆာက်ထားေသာ အဖွဲ့အစည်းသည် ပိုမိုျမန်ဆန်ေကာင့်းျမန်သည်။ | | | | | |
| 14. An organization which is built on project can reach the goal easily and effectively. စီမံကိန်းကိုအေျခခံျပီကာ တည်ေဆာက်ထားေသာ အဖွဲ့အစည်းသည် ျပယ္လ္ဂံျဖာျပဖွင့် ေအာင့်ျမင့်ရမည်။ | | | | | |
| 15. The culture of an organization is | | | | | |

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| important for success of an organization.<br><br>အဖွဲ့အစည်းတစ္ခုယဉ်ေကျးမှုႈႈႈသည္ ေအာင္ျမင္မှုႈ အတြက္ေရးဗ္ာကီးသည္။ | | | | | |
| 16. Organization culture can affect project or organization in many ways.<br><br>အဖွဲ့အစည်းယဉ်ေကျးမှုႈသည္ အဖွဲ့အစည်းကိုႈမ္ားြဖာသက္ေရာက္ေ စသည္။ | | | | | |
| 17. The motivation of the employees towards the goal is very important to build successful organization<br><br>ဝန္ထမ္းမား ရည္မွန်းခ္ေေြပပ္ထားေသာ စိတ္ဓ္တ္ျဖ့္အစည်းေအာင်ျမ့္ရွေႈရးပါ သည္။ | | | | | |
| 18. If the employees are highly motivated and innovated, there are positive influences on an organization.<br><br>ဝန္ထမ္းမားသည္လ္ပ္ေပ္င့္စိတ္ဓ္တ္ ထက္သန္ချ္ကအဖွဲ့အစည်းကို ပိုေအာင္ျမ့္ေစသည္။ | | | | | |
| 19. Project planning is important for every organization to gain success.<br><br>စီမ္ကိန်းေရးဆ္ဲျခင့္သည္ အဖွဲ့အစည်းေအာင်ျမ့္ျခင့္အတြ | | | | | |

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| ကို့ အေရးပါကီးသည်။ | | | | | |
| 20. An organization with accurate project plans is more likely to be successful. တိကျသာစီမံကိန်းရှိေသာ အဖွဲ့အစည်းသည် ပိုေအာင်ပျမ့ည်။ | | | | | |
| 21. An organization must provide environment for employees so that they can make innovation. အဖွဲ့အစည်းသည်ဝန်ထမ်းအေပါင့် စိတ်ကူးဉာဏ်များေပေငွပါကုန္နြတျကို့ ပတ်ဝန်းကျင့်ေကာင့်များ ေထာက့်ေပးရမည်။ | | | | | |
| 22. If an organization encourages team leaders for better performance & innovation, it will produce positive effect. အဖွဲ့အစည်းသည် ဝန်ထမ်း ထီထွ့ြ့ကို အားေပးလွ့ှ့ေအာင့်ျမ့ေသာ အဖွဲ့အစည်းတစ္ခု ျဖစ်ုးပိ့ျသ့ည်။ | | | | | |

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