

Executive Summary

The PSF (Passenger Service Facilitation) department in SriLankan Airlines Ltd was responsible for handle various small to large scale projects. Nevertheless, most of the projects implemented by the department were failed due to improper project management practices. This study was carried out to understand the reasons behind the project failures and to identify the improper projects management practices of PSF.

The study was initiated with looking at the organization as a whole and analyzing the organizations performance and observing the performance gaps. The performance gaps were further verdict and it was realized the key problem of PM effectiveness has a direct link to the said performance gaps.

Five improper PM practices were identified through a comprehensive survey. The literature review confirmed the PM practices and the current practices in PSF department were not as effective as they supposed to be and hence it was confirmed that those practices should be enhanced to succeed the project of PSF department. The literature review was carried out to develop the theoretical framework for the study based on the identified factors from the survey.

Seven projects component were identified to solve the key issue by streamlining the project management processes. The seven components were Current situation analysis, Factor identification, Process optimization, Implementation, training and development, Process standardization and Monitoring and evaluate the success. The project management process establishment was based on these seven project components. Resources were allocated to each project component to implement the project management process in PSF department. The total cost estimate was 1.57Mn LKR and a qualitative cost benefit analysis was performed based on the four categories as Strategy, Financial, People and Process.

A comprehensive discussion was performed for the five improper PM practices which were; inadequate use of project management techniques, lack of experience and leadership of the project manager, lack of motivation of project team, lack of effective communication and lack of competent project team members. Finally, the study was concluded with the recommendations to improve the PM practices within the PSF department and as a whole organization in order to succeed in its future projects.