

Dear Participant

You are invited to participate in a research study titled **“The use of digital project management solutions by project businesses: a case study of a Platinum mine in the Limpopo Province”**.

The study is projected to benefit contracting project businesses, the mines and the government in understanding the role of digital project management technology for project businesses.

Participation will be in the form of answering questions in questionnaire below. The questionnaire will require 15-30 minutes of your time to complete. Participation is voluntary and participants may ignore questions that they are not comfortable with answering. Your anonymity and confidentiality will be respected.

### **THE QUESTIONNAIRE**

#### **Instructions**

- Please answer all questions.
- For each question that you do not understand please ask for clarity.
- Your responses are confidential and no company name or any name associated with your company will be published therefore, please kindly give your honest answer.

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#### **SECTION A: GENERAL INFORMATION. (Please fill in with an X in the appropriate box)**

1. Name of organisation

2. What is your gender? Male  Female

3. What is your position in the company?

- Project Manager
- Contractor Site Manager
- Contractor Supervisor

Other, (specify):

4. What is your educational level?

Primary school	<input type="checkbox"/>	Masters degrees	<input type="checkbox"/>
Secondary school	<input type="checkbox"/>	Doctoral degree	<input type="checkbox"/>
Technical college	<input type="checkbox"/>	Other	<input type="checkbox"/>
First Degree/ Bachelors	<input type="checkbox"/>		<input type="checkbox"/>

If other, please write the details here: \_\_\_\_\_

5. What is your type of business?

Engineering	<input type="checkbox"/>
Construction	<input type="checkbox"/>
<b>Other (specify)</b>	<input type="checkbox"/>

6. How many employees do you have?

1-9	<input type="checkbox"/>
10-20	<input type="checkbox"/>
21-50	<input type="checkbox"/>
51-100	<input type="checkbox"/>
Over 100	<input type="checkbox"/>

7. How many years has your business been operating?

20 years or more	<input type="checkbox"/>
16-20	<input type="checkbox"/>
11-15	<input type="checkbox"/>
6-10	<input type="checkbox"/>
1-5	<input type="checkbox"/>
< 1 year or less	<input type="checkbox"/>

8. How many years has your business been operating in the mining industry?

>20 years	<input type="checkbox"/>
16-20	<input type="checkbox"/>
11-15	<input type="checkbox"/>
6-10	<input type="checkbox"/>
1-5	<input type="checkbox"/>
< 1 year or less	<input type="checkbox"/>

9. Is your business local?      Yes       No

**SECTION B: PROJECT HISTORY AND CHALLENGES.**

1. How many projects has your organisation been involved in?

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2. What type of projects have you been involved in?

3. How many projects have been **successful** in your organisation?

4. How many projects have failed in your organisation?

5. What do you consider as **project success**? (please tick those that apply)

- On-time delivery  Approval by the client
- A project that does not exceed the budget  Deliverance of exceptional quality

Other (please specify)

6. Which project phase affects your project success?

- Project planning  Project control/performance
- Project Execution  Project initiation

Other (please specify)

7. What challenges do you face when having to succeed in a project?

- Lack of technology  Poor communication
- Lack of resources  Limited skills
- Limited budget  Change in project requirements
- Project requirements not clearly defined  Organisational change
- Project plan not understood by the team  Project requirements not understood by the team
- Project scope not understood by the team

Other (please specify)

8. What external challenges often affect the progress of your projects?

- Economical changes  Political changes
- Unanticipated weather patterns  Supplier related issues

Other (please specify)

**SECTION C: ADOPTION LEVEL AND THE BARRIERS TO ADOPTING DIGITAL PROJECT MANAGEMENT TOOLS.**

**1. Part 1: the following factors are for determining the adoption of digital project management tools.**

<b>Factors</b>	<b>YES</b>	<b>NO</b>
1. We are aware of digital project management tools	<input type="checkbox"/>	<input type="checkbox"/>
2. We make use of digital project management tools in our projects	<input type="checkbox"/>	<input type="checkbox"/>
3. We make use of digital project management tools in the planning of our projects	<input type="checkbox"/>	<input type="checkbox"/>
4. We make use of digital project management tools in the scheduling of our projects	<input type="checkbox"/>	<input type="checkbox"/>
5. We make use of digital project management tools in the budgeting of our projects	<input type="checkbox"/>	<input type="checkbox"/>
6. We make use of use of digital project management tools for human resource in our projects	<input type="checkbox"/>	<input type="checkbox"/>
7. We make use of use of digital project management tools for time-tracking in our projects	<input type="checkbox"/>	<input type="checkbox"/>
8. We make use of use of digital project management tools for ensuring consistent workflow in our projects	<input type="checkbox"/>	<input type="checkbox"/>
9. We make use of digital project management tools for collaboration	<input type="checkbox"/>	<input type="checkbox"/>
10. We make use of digital project management tools for procurement purposes	<input type="checkbox"/>	<input type="checkbox"/>
11. We make use of digital project management tools to manage the risks associated with projects	<input type="checkbox"/>	<input type="checkbox"/>
12. We make use of digital project management tools to manage safety in our projects	<input type="checkbox"/>	<input type="checkbox"/>
<b>Project Management Software (PMS) Package</b>		
11. Please tick below the Project Management Software package/s that you make use of in our organisation		
<input type="checkbox"/> Trello package <input type="checkbox"/> Base-Camp package <input type="checkbox"/> Microsoft Project <input type="checkbox"/> Smart-sheet <input type="checkbox"/> Huddle <input type="checkbox"/> Oracle Primavera <input type="checkbox"/> Proofhub <input type="checkbox"/> Zoho Projects <input type="checkbox"/> GanttPro <input type="checkbox"/> None		
Please specify (in writing) below any other PMS package that you use :		

**2. Part 2: The following factors are for determining the barriers of adoption.**

Please rate by indicating [X] whether you (1. SD) Strongly Disagree; (2. D) Disagree; (3. N) Neutral; (4. A) Agree and (5. SA) Strongly Agree					
Factors	1	2	3	4	5
	SD	D	N	A	SA
1. Lack of knowledge about available digital project management tools	<input type="checkbox"/>				
2. High costs associated with the adoption of digital project management tools	<input type="checkbox"/>				
3. Lack of resources to facilitate the usage of digital project management tools	<input type="checkbox"/>				
4. Lack of technological experts (skill) to handle the computer systems	<input type="checkbox"/>				
5. Lack of information and popularity of digital project management tools	<input type="checkbox"/>				
6. Few businesses use digital project management tools there is no competition in this regard	<input type="checkbox"/>				
7. Government regulations	<input type="checkbox"/>				
8. Uncertainty about return on investments	<input type="checkbox"/>				
9. Processes are complex in the mine than in other industries	<input type="checkbox"/>				
Please write below (if any) some of the other barriers that you have identified which affect adoption of digital project management solutions in your organisation:					

**SECTION D: READINESS OF YOUR BUSINESS TO ADOPT DIGITAL PROJECT MANAGEMENT TOOLS.**

Please rate the extent to which your organisation is ready to adopt digital project management solutions as a business strategy. Rate by indicating [X] whether you (1) [SD] Strongly Disagree; (2) [D] Disagree; (3) [N] Neutral; (4) [A] Agree and (5) [SA] Strongly Agree

Readiness	1	2	3	4	5
	SD	D	N	A	SA
1. Our organisation is aware of digital project management tools	<input type="checkbox"/>				
2. Our organisation recognises the opportunities and challenges enabled by digital project management tools	<input type="checkbox"/>				
3. Our organisation understands digital project management tools that can be applicable to our organisation	<input type="checkbox"/>				
4. We are aware of the potential benefits of digital project management tools to our organisation	<input type="checkbox"/>				
5. Our organisation has a clear vision of the implementation of digital project management tools	<input type="checkbox"/>				
6. Our vision of digital project management tools is widely communicated and understood throughout our business	<input type="checkbox"/>				

7. Roles, responsibilities and accountability are clearly defined regarding the usage of digital project management tools	<input type="checkbox"/>				
8. We have enough technical skills (human capacity) to deploy and adopt digital project management tools	<input type="checkbox"/>				
9. We have considered/evaluated the impact of digital project management tools to the way our sector operates	<input type="checkbox"/>				
10. We have sufficient resources to initiate the utilisation digital project management tools	<input type="checkbox"/>				
11. We can afford to make use of digital project management tools	<input type="checkbox"/>				
12. We have thoroughly analysed the possible changes required to take effect in our organisation as a result of the adoption of digital project management tools	<input type="checkbox"/>				
13. We believe that our staff members are ready for the changes	<input type="checkbox"/>				
14. We feel that company data and transactions with employees online can be executed safely using digital project management tools	<input type="checkbox"/>				
15. The government demonstrates strong commitment to promote digitilisation	<input type="checkbox"/>				
16. The mine demonstrates strong commitment to promote digitilisation	<input type="checkbox"/>				

17. We are comfortable with how things are and do not see the need to adopt digital project management tools	<input type="checkbox"/>				
	SD	D	N	A	SA
18. Inadequate legal frameworks for business to use digital project management tools	<input type="checkbox"/>				
19. Lack of digital project management tools in the country	<input type="checkbox"/>				
20. Poor security systems to check internet fraud and privacy issues	<input type="checkbox"/>				
21. Lack of technological experts (skill) in our organisation to handle the computer systems	<input type="checkbox"/>				
22. We are discouraged by the economic environment	<input type="checkbox"/>				
23. Digital technology is too complex to implement	<input type="checkbox"/>				
24. Low management commitment to use digital project management tools	<input type="checkbox"/>				

**Thank you** so much for taking your time to participate in this questionnaire. I wish to guarantee you once again that the information that you provided will be utilised for the intended purpose only and will be treated with strictest confidentiality.