

12-12-2021

## **PROJECT MANAGER'S INFLUENCE ON PROJECT ALIGNMENT AND VALUE REALIZATION**

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### **Recommended Citation**

Abukar, Ghassan and Lyytinen, Kalle, "PROJECT MANAGER'S INFLUENCE ON PROJECT ALIGNMENT AND VALUE REALIZATION" (2021). *ICIS 2021 TREOs*. 20.  
[https://aisel.aisnet.org/treos\\_icis2021/20](https://aisel.aisnet.org/treos_icis2021/20)

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# PROJECT MANAGER'S INFLUENCE ON PROJECT ALIGNMENT AND VALUE REALIZATION

## Abstract

71% of information technology (IT) projects are either outright failures or remain significantly challenged during the project execution. This research examines the role of the project manager's influence toward actualizing project benefits realization. We develop a model of benefits realization at the project level and analyze to what extent it is driven by the stakeholders' and business alignment induced by three types of influence: legitimate, informational, and expertise held associated with the project manager's role. Generally, we ask the following research question: *To what extent does the project manager's means of influence impacts the project's benefits realization through business and stakeholder alignment?* We use a quantitative survey from 114 project managers and other stakeholders to determine to what extent behavioral-based, power-based, informational-based, and expertise-based influence affect stakeholder alignment and business alignment and consequently to benefits realization. Our results indicate that benefits realization is impacted by stakeholders' alignment based on the project manager's behavioral-based and informational-based influence. Also, benefits realization is impacted by business alignment which depends on the project manager's use of behavioral-based influence.

**Keywords:** IT project management; project management; program management; portfolio management; project manager; information technology; information systems; project success; project failure; power; authority; influence; information seeking; information gathering; information; expertise; stakeholder alignment; business alignment; benefits realization; actualizing benefits; power-based influence; behavioral-based influence; informational-based influence; expertise-based influence; value realization; social influence.