

The application and practical benefits of "C theory" in project management

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Abstract

This study regarded adult in-service students who are familiar with project management courses as the subjects and collected data through questionnaires for confirmatory factor analysis and reliability analysis. The aim is to construct a "C Theory" questionnaire scale that encompasses the essence of Chinese management philosophy like decision-making of Taoism, leadership of Legalism, tactics of School of Military Strategists, creativity of Mohism, and coordination of Confucianism. Furthermore, management performance scales were constructed for learning and growth, internal operation, customer satisfaction, and financial control, while the questionnaires and statistical analyses were expected to probe into the impact of "C Theory" on project management performance. This study found that the application and practice of "C Theory" have a high and positive correlation with project management and a significant influence on the improvement of performance. It is therefore suggested that management methods in "C Theory" be appropriately used in project management in order to enhance the efficiency of project management and facilitate the achievement of project management targets.

Research purposes

Based on the aforementioned research motives and backgrounds, the research goals are described as follows.

1. To understand the connotation of C Theory and organizational performance.
2. To develop Application of C Theory and Organizational Performance Questionnaire.
3. To explore the influence of the application of C Theory in project management on organizational performance.
4. To propose feasible strategies to improve organizational performance through the application of C Theory in project management based on the research results.

Research method and process

This study first learned the connotation of C Theory and BSC through a literature review and analysis to develop a first draft of "Questionnaire of Application of C Theory and Organizational Performance". It then distributed the pre-run questionnaire to the adult in-service students with the experience of project management courses to develop the reliability and validity of the questionnaire. It conducted a formal questionnaire survey and collected feedbacks for statistical analysis. The methods of descriptive and inferential statistics helped this study understand the application of C Theory and organizational performances of the subjects during project management. It also learned the differences in the application of C Theory in project management and organizational performance of the subjects with different social variables and analyzed the correlation between the application of C Theory and organizational performance. Lastly, this study shall provide a conclusion and propose feasible strategies to improve organizational performance and efficiency of project management.

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Results of the scales of application of C Theory and organizational performance

The five dimensions and their respective questions of the Scale of Application of C Theory were all kept for the formal questionnaire in order to understand the five performances of the application of C Theory: decision-making performance, control performance, adaptability performance, creativity performance, and coordination performance of project directors. The four dimensions and their respective questions of the Scale of Organizational Performance were all kept for the formal questionnaire in order to understand the four organizational performances: learning and growth, internal operation, customer identity, and finance control.

Conclusion and suggestions

According to the results of this study, it can be seen that for the differences of social variables and in terms of female, young employees, low education backgrounds, agriculture, forestry, animal husbandry, fishery, and production and manufacturing practitioners, average employees, organizations with short history and middle and small scales, measures like training courses of project management, introduction of the knowledge system, procedures, and methods of project management, enhancement of the function of project management and organizational maturity, that enhancement of the application of "C Theory" in project management shall be adopted to enhance the efficiency and performances of organizations. Furthermore, there is a highly positive correlation between the application of "C Theory" in project management and organizational performance. There are also highly positive correlations among creativity performance, learning and growth, and customer satisfaction, between adaptability performance and internal operation, and between control performance and finance control. In summary, this study suggests that in order to promote organizational performance, during project management the decision-making performance of Taoism, control performance of Legalism, tactics performance of School of Military Strategists, creative performance of Mohism, and coordination performance of Confucianism of "C Theory" can all be fully used to give full play to the benefits of decision-making function, control function, adaptability function, creativity function, and coordination function and to improve the practical benefits of project management so as to enhance organizational performance, such as learning and growth, internal operation, customer satisfaction, and finance control.

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