
SWOT Analysis on Construction Project Management Sector in Assessing the Issue of Project Abandonment in Nigeria

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Abstract: *The frequent and persistent abandonment of construction projects in Nigeria has become a significant concern, leading to negative impacts on real property values, project owners, residents, the built environment, and the economy at large. Many construction projects remain uncompleted or are outrightly abandoned, raising concerns among stakeholders in both public and private sectors, including project managers and scholars. Project abandonment has resulted in severe consequences, such as financial losses, environmental degradation, and, in some cases, loss of lives and properties. This study aims to demonstrate how SWOT analysis a strategic planning tool used to evaluate strengths, weaknesses, opportunities, and threats can be employed to mitigate project abandonment. The study utilized primary data collected through structured questionnaires distributed to a population of 100 staff members from the Ministries of Works and Housing in Abuja and Awka, specifically within the Engineering and Survey Departments. Given the manageable size of the population, a census approach was adopted. Respondents rated various factors on a 5-point Likert scale. Findings revealed that the major causes of project abandonment include payment remittance delays, inadequate funding, leadership instability, investor/client death, inconsistent government policies, and poor project planning and design. However, the study also found that SWOT analysis significantly aids project managers in planning and risk evaluation at both the initiation and mid-point stages of a project. The study recommends that project managers integrate SWOT analysis during the pre-planning and mid-project phases to enhance decision-making, mitigate risks, and ensure project completion according to specifications and good project management practices.*

Keywords: SWOT, analysis, construction, project management, abandonment, risk evaluation.

INTRODUCTION

Over the past decades, SWOT analysis has gained widespread acceptance as a strategic management technique in the field of strategic planning. SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. Strengths (S) and Weaknesses (W) are considered internal factors that an organization or project can influence or control, while Opportunities (O) and Threats (T) are external factors that are beyond direct control. SWOT analysis serves as a strategic planning tool used to assess both internal and external factors that can impact a project or business venture (Duncan, 2006). The development and conceptualization of SWOT analysis can be attributed to Albert Humphrey, an American management consultant who played a significant role in refining and popularizing the technique (Bonacorsi, 2009).

There are many challenging issues in managing projects particularly those involve information technology planning and implementation. Most of these issues stem from uncertainties surrounding the various elements of the project such as supply chain process and availability of appropriate resources, environmental changes and innovations, relevant skills, and technical characteristics of the project. These uncertainties, particularly those related to external environment, have traditionally perceived as the risks that negatively affect the success of the project. Therefore, the management of uncertainties in project management has often been viewed as reducing the uncertainties and the risks associated with the project

Project management essentially has been increasingly effective in managing projects in organizations. Therefore, while project management has to support the competitive strategy of an organization and deliver positive outcomes such as fast-time-to-market products, efficient services or cost-effective systems, it has to manage environmental uncertainties and mitigate the relevant risks as well. Studies have linked project management with strategy while selecting projects. In fact, organizations align their projects to their strategies and research shows that strategic planning activities like internal analysis provide strong links to project management processes and activities. SWOT analysis involves specifying the objective of the project or business venture and identifying the internal and external factors that are favourable and unfavourable to achieving that objective. The strengths and weakness usually arise from within an organization, and the opportunities and threats from external sources. According to Bonacorsi (2009) SWOT analysis must first start with defining a desired end state or objective. A SWOT analysis may be incorporated into the planning model. The SWOT analysis is an important part of the project planning process:

- i. **Strengths:** attributes of the organization that help achieve the project objective,
- ii. **Weakness:** attributes of the organization that stop achievement of the project objective,
- iii. **Opportunities:** external conditions that help achieve the project objective,
- iv. **Threats:** external conditions that could damage the project.

SWOT (Internal Strengths and Weaknesses, and external environmental Opportunities and Threats) analysis is one of the tools used extensively in organizations to identify and to analyze the internal dynamics of various resources as well as the external factors, particularly the uncertainties affecting the success/failure in any project. The technique is credited to Albert Humphrey, who led a convention at Stanford University in the 1960s and 1970s using data from Fortune 500 companies. This involves identification and analysis of the organizational internal strengths and weaknesses as well as the external environmental opportunities and threats specific to the project. In this paper, we focus on SWOT analysis as a tool to be used in all possible phases or stages of a project. Although research shows that SWOT analysis is used extensively during project planning and risk analysis activities, there is a need for further research to show how to use this simple tool in the other stages of a project.

According to Zima, Plebankiewicz and Wieczorek (2020) stated that SWOT analysis allows to obtain information on the possibilities of using strengths and enhancing the weaknesses in order to take advantage of the opportunities the environment offers and limit the risks that the environment can bring about. Strengths and weaknesses are of an internal nature, while opportunities and threats are of an external nature. Thus, the two dimensions generate four categories of factors:

- i. External positive (Opportunities) — opportunities (development opportunities in the environment).
- ii. Internal positive (Strengths)—strengths of the organization.
- iii. External negative (Threats)—environmental hazards.
- iv. Internal negative (Weaknesses)—weaknesses of the organization.

This study is aimed at understanding the roles of SWOT analysis in construction project management sectors in Nigeria. with the view of assessing the issue of abandonment. Specifically, it sought to determine the following:

- i. To identify the factors responsible in project abandonment in Nigeria?
- ii. To analyze the effects of project abandonment in Nigeria?
- iii. To identify the roles of SWOT analysis in construction project management?
- iv. To identify the benefits of Swot Analysis to management?

LITERATURE REVIEW

UNDERSTANDING PROJECT AND PROJECT MANAGEMENT

According to Nagarajan (2010), the term ‘project’ has a wider meaning. A project is accomplished by performing a set of activities. For example, construction of house is a project. The construction of a house consists of many activities like digging of the foundation pits, construction of the foundation, construction of the walls etc. The construction is accomplished by performing the set of activities. Another aspect of ‘project’ is the non-routine nature of each activity. Each project is

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unique and non-routine. A project consumes resources and the resources required for completing a project are men, material, money and time. Project management is an organized venture for managing projects. It involves scientific application of modern tools and techniques in planning, financing, implementing, monitoring, controlling, coordinating unique activities or tasks to provide predetermined objectives within the constraints of time and cost. Project management consists of the following stages:

- i. Planning,
- ii. Project scheduling,
- iii. Project implementation, controlling and monitoring.

According to Achilike (2015) Every person, organization and every nation are concerned with project management. An individual building a house, it is his project. He performs marriages for his children, these are all projects that he undertakes in his life time. An organization sets up a new factory, it is a project for that organization. The government of a nation builds highways, dams, thermal power plant etc. These are all projects the country undertakes. Project are the backbone of every organization since the help to create productive assets Nagarajan (2010). I quite agree with Nagarajan on the above assertion, but investigation revealed that in some cases in the Nigerian context the reverse is the case, instead of projects being productive assets to the citizens, some have turned to be killing tools because of corruption in the awards and execution of contracts in this part of the World. Commuters travelling or who have travelled through Enugu-Portharcourt Express Road, Enugu- Onitsha express road and Abakiliki-Enugu express road all in the south eastern Nigeria just to mention but a few will attest to this fact. Contracts for the maintenance of these roads have been awarded many years ago, but today these roads are dead traps, and travelling on them is like a nightmare. And as a result, many innocent lives have been lost on these roads through accidents.

According to Onodugo (2015), Project Management (PM) processes have witnessed a lot of improvements and major changes. The major developments in the field of PM have occurred in exchanging traditional attitudes in the PM for a modern attitude. Lack of resources, magnitude and complexity of project organization, increases in project size, the formation of large companies for large projects, and the unique nature of these projects have been among the reasons for employing new methods for project management.

EVOLUTION OF SWOT ANALYSIS

The first mention of the term SWOT can be traced back to the Long Planning seminar held in Zurich in 1964. In that seminar, Urick and Orr (1964,) proposed the concept of SWOT analysis which was derived from SOFT by replacing the F for fault with W for Weaknesses. With its initial promotion in Britain, the concept soon gained recognition among strategic planners and management consultants the World over. The new interpretation of SWOT, the way it is used these days, differ slightly from SOFT.

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- i. The S in SWOT now represents the strength- which give the business an advantageous edge over other similar business.
- ii. W stands for weaknesses and these weaknesses can be understood as the comparative disadvantages that a business faces as against other similar businesses.
- iii. O represents opportunities- the external possibilities that can be explored or utilized to boost the business's growth.
- iv. T signifies threats – the external or environmental factors which can cause problems for the business

SWOT Analysis is a strategic method for identifying whether to use a component in a project for example whether a new product development project is of any value to the organization. This analysis is a commonly used tool for identifying gaps and potential for improvement. SWOT stands for the internal Strengths and Weakness of a project and the external environmental Opportunities and Threats facing that project. When an effective project strategy derives from a sound fit between a project's internal resources (strengths and weaknesses) and their external situation (opportunities and threats), SWOT can be used in project management context. A good fit between the internal and external factors of a project will maximize the strength of a project while minimizing threats. It will also minimize weakness of a project while maximizing success from opportunities.

ADVANTAGES OF SWOT ANALYSIS

SWOT Analysis is instrumental in strategy formulation and selection. It is a strong tool, but it involves a great subjective element. It is best when used as a guide, and not as a prescription. Successful businesses build on their strengths, correct their weakness and protect against internal weaknesses and external threats. They also keep a watch on their overall business environment and recognize and exploit new opportunities faster than its competitors.

SWOT Analysis helps in strategic planning in following manner-

- i. It is a source of information for strategic planning.
- ii. Builds organization's strengths.
- iii. Reverse its weaknesses.
- iv. Maximize its response to opportunities.
- v. Overcome organization's threats.
- vi. It helps in identifying core competencies of the firm.
- vii. It helps in setting of objectives for strategic planning.
- viii. It helps in knowing past, present and future so that by using past and current data, future plans can be chalked out.

SWOT Analysis provide information that helps in synchronizing the firm's resources and capabilities with the competitive environment in which the firm operates.

USEFULNESS OF SWOT ANALYSIS TO PROJECT MANAGEMENT

By conducting a SWOT analysis, it can help in improve a project planning process, reduce project risk, as well as to increase the likelihood of your project being successful. By identifying the strengths, the weaknesses, opportunities, and threats a project may pose, it will be mitigating the risks associated with tasks, and providing a solid ground for entire project before the action even starts.

SWOT analysis is a tool that enables a subjective assessment of a given situation or subject in order to make critical decision that are related to planning and risk management. During a project kickoff, the output of a SWOT analysis can provide you key inputs for creating the project plans. For example, if a specific section or set of activities of a project are being outsourced, a swot analysis can help you determine the risks and opportunities associated with each outsourced vendor that is being considered, you then create the plans accordingly. Therefore, SWOT analysis is useful for risk management and resource management. For example, you can conduct a swot analysis to identify risks and then calculate the expected monetary value Sharma (2010). A Swot analysis falls under the category of strategic business planning or looking at trends to weed out the negatives in your projects and boost the positives of your project management (Sharma, 2010).

SWOT ANALYSIS IN CONSTRUCTION PROJECT MANAGEMENT

SWOT analysis in construction project management helps you plan out your project and consider factors that may help or hinder its success. The purpose of SWOT is to identify risk areas as well as controllable factors that you need to pay attention to and monitor throughout the project.

A SWOT is a straightforward and cost-effective way to brainstorm and plan for your project. When you fully understand your project's strengths, weaknesses, opportunities, and threats, you're able to plan a strategy for success that addresses these four factors.

Conducting a SWOT analysis can help you produce new ideas to help you take advantage of what you and your team do best and potential opportunities that might arise. A SWOT also helps increase your awareness of weaknesses and potential threats to your project so that you can defend against them.

According to Michelli Symonds (2009) SWOT which is an acronym for strength, weaknesses, opportunities and threats is not purely a method used for controlling areas of planning and risk, but it is also used to highlight areas of the project that could be maximized to the benefit of the whole project or individual areas where some competitive advantage may be gained. It is used to evaluate particular activities of the project in order to optimize their potential as well as to evaluate risks in order to determine the most appropriate way of mitigating those risks. This assertion is correct in the developed economies, not in some developing economies, where construction projects are awarded based on party affiliation and contributions made during electioneering campaign. In such case, the issue of risk evaluation in project management does not apply, because the purpose of the project is for political settlement. SWOT analysis is normally performed during the initial project start-up phase so that the elements of the analysis can form the basis of the project

plan, but it can also be used later in the project if the project is running into difficulties with scheduling, deliverables or budget and needs to be brought back on track. For example, if a certain key activity in the project requires new software, a SWOT analysis can be used to assess the risks and the opportunities of purchasing the software and training staff in its use in order to help with the resource planning.

PERFORMING A SWOT ANALYSIS

Michelle Symonds (2009) indicates that a SWOT analysis session should always have a clear objective and it is the project manager's responsibility to communicate that objective to all those present at the session. A typical session will include stakeholders, where possible, and key members of the project team. If the analysis is being performed at the start of a project, the objective is likely to be fully identifying all required activities and potential risks so that a proper plan can be put in place. However, if it is being conducted during an ongoing project, the objective may be to re-asses the budget or schedule. Because the objective of a SWOT analysis can vary so too can the questions used to elicit the required information. For this reason, there is no standard set of pre-defined questions that will meet every situation but every session must have a set of question written down before the session to ensure the attendees remain focused. This again, is the project manager's responsibility. Depending on the urgency of completing the analysis and starting the project planning phase, it may be necessary to send out the questions in advance to allow attendees the opportunity of gathering any relevant information in advance. Typical question for each part of the SWOT are listed below:

Strengths

- i. Does the company have the necessary skills in-house?
- ii. Has a budget been assigned to the project?
- iii. what are the business benefits of completing the project?
- iv. will the project require new technology or equipment?
- v. How experienced is the project team on similar project?

Weaknesses

- i. Is there a reliable estimate of costs available?
- ii. Does the company have the budget to provide contingency funding?
- iii. What are the drawbacks of the project?
- iv. Will parts of the project need to be outsourced?
- v. Is the proposed schedule realistic?

Opportunities

- i. Can a local project be leveraged nationally or internationally?
- ii. Do the competitors have any weakness?
- iii. What are the latest industry trends?
- iv. Are there any new, or imminent, technology developments?

Threats

- i. Is there well-established competition already in the marketplace?
- ii. Are experienced staff difficult to replace?
- iii. Has new technology been fully tested?

iv. Could national or global economic conditions affect the project?

In the light of the above, Steven Bonacorsi (2011) suggests that SWOT analysis can help your team reach the best solution by:

- i. Helping decision makers share and compare ideas
- ii. Bringing about a clearer common purpose and understanding of factors for success
- iii. Organizing the important factors linked to success and failure in the business world.
- iv. Analyzing issues that have led to failure in the past.
- v. Providing linearity to the decision-making process allowing complex ideas to be presented systematically.

WAYS FOR CONDUCTING A SWOT ANALYSIS IN CONSTRUCTION PROJECT MANAGEMENT

SWOT analysis in construction project management is only effective if you gather the right information and use it to take appropriate action. Here are eight ways that will help you conduct and execute a SWOT analysis in construction project management:

- i. **Include all your key stakeholders in the process.** Team members, your client, sponsor, and others close to the project should all help identify and analyze critical factors so that nothing is overlooked.
- ii. **Gather everyone together** (virtually or in-person) and brainstorm a list for each of the four categories (strengths, weaknesses, opportunities, and threats.)
- iii. **Prioritize the factors** in each section from most important to least important once the brainstorming is complete.
- iv. **Create and distribute** the SWOT analysis. List the factors in each category with the most important at the top and the least important at the bottom.
- v. **Create action plans** to address any factors within your control (strengths and weaknesses) as well as any current opportunities or threats.
- vi. **Create future plans** for how to handle opportunities and threats that may arise later. These plans should include a means of identifying that the opportunity or threat has happened, as well as the action plan for taking advantage of them.
- vii. **Maintain the list** in a central location where all stakeholders can easily reference it, and refer to it regularly, so that priorities stay top of mind.
- viii. **Review and reassess** the list periodically throughout the project to see if anything has changed and if any new factors need to be added.

CRITICISM OF SWOT

Some findings from Menon et al. (1999) and Hilland Westbrook (1997) have shown that the SWOT may harm performance. Other criticisms against SWOT includes:

- i. It may persuade organizations to compile lists rather than think about what is important in achieving objectives.
- ii. Presents lists uncritically and without clear prioritization so, for example, weak opportunities may appear to balance strong threats.

- iii. Usually, a simple list and not critically presented.

IMPORTANCE OF SWOT ANALYSIS

According to Achilike (2015) he stated that SWOT analysis can help you and your organization reach the best solution by:

- i. Helping decision makers share and compare ideas.
- ii. Bringing about a clearer common purpose and understanding of factors for success.
- iii. Organizing the important factors linked to success and failure in the business world.
- iv. Analyzing issues that have led to failure in the past.
- v. Providing linearity to the decision-making process allowing complex ideas to be presented systematically.
- vi. Produces new ideas to help take advantage of an organization's strengths and defends against threats.
- vii. Awareness of political and environmental threats allows an organization to have response plans prepared.

PREVIOUS STUDY ON ABANDONMENT

There is generally a Paucity of statistical data and research on abandoned projects both globally and in Nigeria. The research however draws from the works of Rahman et-al (2013) which reveals that from January 2003 to 30 June 2012, there are 177 abandoned housing projects in Peninsular Malaysia. The figure represents 2.7% only of the total housing projects completed. The works of Khalid (2010) as cited in Rahman et-al (2013), also revealed that abandonment of housing projects during construction appeared during the mid-1980s, during the first economic recession that hit Malaysia. By the end of 1986, 126 housing projects were reported to have been not completed as scheduled and left completely abandoned. The number of housing units abandoned at that time was 14,568 affecting 6,834 buyers. In 1990, Bank Negara had set up the abandoned housing project fund. (AHPF) to provide special assistance to abandoned housing projects. The fund approved at the end of the 1993 was RM 382 million, which targeted to revive 23,287 housing unit. (Hussin 1994 cited in Rahman et-at 2013). The construction industry in Malaysia has a poor reputation for managing risks, with many major projects that have failed to be completed within the specified time frames of the project. Abandoned housing projects are not unique to Malaysia as it is considered as a major problem in the construction industry in many other countries including US, Spain, Russia, Dubai and Kuwait. (Hoe cited in Abdul Rahman et-al 2015). Reports from studies undertaken by Abdullah and Abdul-Rahman (2012) cited in Abdul-Rahman et-al (2015) also established that between 1990 and 2005, there were a total of 261 abandoned housing projects in Malaysia involving 88,410 houses. Even though the number has been gradually decreased, it was reported that in 2010, there were houses which would require RM3 to RM5 for the projects to be completed. There is seemingly a paucity of statistical data research and reviews on works on abandoned housing projects. This notwithstanding, it is becoming obvious that such issues occupy a center stage of the calculus of the built environment. Abandoned projects inadvertently affect the government; colossal sums of money are usually tied down. Contractors, consultants, development

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firms, merchants/suppliers of building materials and indeed all stakeholders are impacted by the occurrence of abandonment. This research contributes towards bridging the existing gaps, it explains the conceptual/contextual meaning of abandoned projects. The structure of the paper also draws from previous works on abandoned projects both at global and at national level. Second it undertakes a literature review on the causes, effects and remedies for abandoned housing projects. It also explored and provided answers to how the following can lead to abandonment:

- (i) Payment Remittance Delay.
- (ii) Lack of adequate fund allocation
- (iii) Lack of Project Risk Assessment
- (iv) Improper Project Planning and Design
- (v) Inconsistence in government policies
- (vi) Leadership Instability
- (vii) Improper Project Estimates
- (viii) Death of the Investor/ Client/ owner
- (ix) Materials Increasing Costs and Lacks
- (x) Project Aim Unjustified or Not Meet
- (xi) Corruption
- (xii) Community Interference
- (xiii) Natural Disaster
- (xiv) Change of Investment Purpose
- (xv) Land or Legal Disputes

This study serves as an eye opener and will contribute in unearthing the actual root causes, effects and lack of commitment by key stakeholders that has resulted in continuous abandonment of construction projects.

RESEARCH METHODOLOGY

A well-structured questionnaire was the main research instrument used and this was supplemented with oral interview (in local dialects) granted by the immediate community of such abandonment. 100 questionnaires were directly distributed with the intention of eliciting a response(s) from Project Managers, Quantity Surveyors, Estate Surveyors, Civil Engineers, Architects and Builders, towards determining the principal reasons for abandonment of construction projects. Data from secondary sources were obtained from journal articles, textbooks and public documents. The questions were simple and straightforward, and language employed was at a level commensurate with the survey population in order to increase the response level. In view of the size of the population, the entire population were studied. The respondents rated each factor on scale 1-5. Very important with 5 points, important with 4 points, moderately important with 3 points, and of little important with 2 points and Unimportant with 1 point for SWOT analysis and strongly agree with 5 points, agree with 4 points, Indifferent with 3 points, and disagree with 2 points and strongly disagree with 1 point the hundred well completed questionnaires were retrieved.

The relative importance index (RII) is given by equation (1)

$$\text{Relative Importance Index} = \frac{\sum WF}{N}$$

Where W is the weighting given to each factor by the respondents, ranging from 1 to 5, F is the frequency of responses and N is the total number of samples.

DATA PRESENTATION AND DISCUSSION

Table 1: FACTORS CAUSING ABANDONMENT OF CONSTRUCTION PROJECTS

S/N	Causing Abandonment	Scales and number of respondents					R II	Ranking
		5	4	3	2	1		
1.	Payment Remittance Delay	70	23	5	2	-	4.61	1
2.	Lack of adequate fund allocation	67	25	4	4	-	4.55	2
3.	Lack of Project Risk Assessment	65	24	5	1	1	4.39	3
4.	Improper Project Planning and Design	60	25	10	3	2	4.38	4
5	Inconsistence in government policies	55	29	9	4	3	4.29	5
6	Leadership Instability	45	35	5	10	5	4.05	6
7	Improper Project Estimates	40	20	25	5	10	3.75	7
8	Death of the Investor/ Client/ owner	35	25	20	15	5	3.70	8
9	Materials Increasing Costs and Lacks	37	10	35	10	8	3.58	9
10	Project Aim Unjustified or Not Meet	34	10	30	20	6	3.46	10
11	Corruption	30	5	45	20	-	3.45	11
12	Community Interference	28	20	30	12	10	3.44	12
13	Natural Disaster	20	20	20	20	20	3.00	13
14	Change of Investment Purpose	17	15	28	15	25	2.84	14
15	Land or Legal Disputes	15	12	2	40	31	2.40	15

Rank: (very Important -5, Important -4, moderately Important-3, of little Important -2, unimportant -1)

From the result of the survey in table 1 above, it shows that Payment Remittance Delay ranked first, Lack of adequate fund allocation ranked second, Lack of Project Risk Assessment ranked third and Improper Project Planning and Design ranked fourth and these and so many more are the factors causing abandonment of construction projects

Table 2: EFFECTS OF PROJECT ABANDONMENT ON CONSTRUCTION PROJECTS

S/N	Effects on Project Abandonment	Scales and number of respondents					R II	Ranking
		5	4	3	2	1		
1.	It affects the real property total values reduction	75	15	5	5	-	4.60	1
2.	It affects the total income receivable from real property	70	18	8	4	-	4.54	2
3.	It becomes a disappointing thing to the owner and the populace	62	20	13	5	-	4.39	3
4.	Lowering of living standard	55	20	21	2	2	4.24	4
5	It increases the negative effects of environmental issues to the real property and the built environment	51	20	16	8	5	3.90	5
6	It becomes a waste of Financial and Material Resources	47	18	15	15	5	3.87	6
7	Employment opportunity in real property and other sectors are impacted negatively	43	22	15	15	5	3.83	7
8	It deprives government the expected revenue from property tax	39	29	15	8	9	3.78	8
9	Decrease in revenue accruing to government	35	21	30	10	4	3.73	9
10	Decrease in the tempo of economic activities	32	15	16	26	11	3.31	10
11	Difficulties in attracting foreign loans	29	15	23	20	13	3.27	11

Rank: (very Important -5, Important -4, moderately Important-3, of little Important -2, unimportant -1)

From the result in table 2 above indicates that when a project is abandoned, it affects the real property total values reduction, also it affects the total income receivable from real property. It becomes a disappointing thing to the owner and the populace and it lowers their standard of living and increases the negative effects of environmental issues to the real property and the built environment.

Table 3: THE ROLE OF SWOT ANALYSIS IN CONSTRUCTION PROJECT MANAGEMENT

S/N	Role of SWOT Analysis in construction Project Management	Scales and number of respondents					R II	Ranking
		5	4	3	2	1		
1.	Evaluation of project activities in order to optimize the project potentials and risk evaluation role	70	18	8	4	-	4.54	1
2.	Plays the role of bringing back difficult projects back on track through the use of scheduling and budgeting.	60	25	10	3	2	4.38	2
3.	Project Planning and risk management role.	51	20	16	8	5	3.90	3
4.	Prudent Resource management role	47	18	15	15	5	3.87	4
5	Plays evaluation technique role that aid in decision making process	35	25	20	15	5	3.70	5
6	Plays the role of weeding out the negatives of projects and boosting the positives	37	10	35	10	8	3.58	6
7	Plays the role of Maximization of project objectives through gaining of competitive advantage	20	20	20	20	20	3.00	7

Rank: (very Important -5, Important -4, moderately Important-3, of little Important -2, unimportant -1)

From the result of the survey in table 3 above, it shows evaluation of project activities in order to optimize the project potentials and risk evaluation role ranked first. According to them, SWOT analysis help them in evaluating project activities in order to optimize the project potentials and risk management.

Table 4: BENEFITS OF SWOT ANALYSIS TO PROJECT MANAGEMENT

S/N	Benefits of Swot	Scales and number of respondents					R II	Ranking
		5	4	3	2	1		
1.	It creates honest assessments of strengths and weaknesses in project management	70	23	5	2	-	4.61	1
2.	Provides new perspectives in project management	62	20	13	5	-	4.39	2
3.	Gives insight on how to maximize what is available, address limitations, make additional investments, and avoid risks.	55	20	21	2	2	4.24	3
4.	Confirms the needed validation and justification for initiating the project	45	35	5	10	5	4.05	4
5	Builds supporting documents for the project plan	43	22	15	15	5	3.83	5
6	Provides an effective strategic planning tool when done regularly	35	21	30	10	4	3.73	6

Rank: (very Important -5, Important -4, moderately Important-3, of little Important -2, unimportant -1)

From the result of the survey in table 4 above, it indicates that Swot analysis creates honest assessments of strengths and weaknesses in project management and also it provides new perspectives in project management.

CONCLUSION

SWOT analysis represents conscious, deliberate and systematic efforts and way of identifying your strengths and weaknesses, and of examining the Opportunities and Threats people face. Mutual risk identification and SWOT analyses by both investor and contractor are desirable so that both sides can be informed about the risks. The investor has to be ready to make a distinction between good and bad quality and honesty. Bad quality and dishonesty can displace good quality and an honest approach. The investor can approach this problem by demanding transparent risk prices in estimates or by demanding that estimates include plans for handling the risk. This way, the differences between honest and dishonest estimates can be seen. In practice, bidders with experience in handling risk can show goodwill toward bearing the risk and give lower prices than the competition, which increases their strength in the marketplace. Simultaneously, an effective

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SWOT analysis will help determine in which areas a company is succeeding, allowing it to allocate resources in such a way as to maintain any dominant positions it may have.

RECOMMENDATION

Based on our findings, the following recommendations were made:

- i. Project managers should see the conduct of SWOT analysis both at the pre planning stage and mid-way of the project as a solution in achieving the project success.
- ii. Government should contract managers with Previous Project Management Experience so as to facilitate the work and reduce the rate of project abandonment.
- iii. There should be effective monitoring of projects all through construction so as to diminish project abandonment.

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