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PROJECT SCOPE DEFINITION AND TIMELINESS OF PROJECT DELIVERY AMONG SECURITY AND SURVEILLANCE TECHNOLOGY FIRMS IN LAGOS STATE, NIGERIA

UDEH, Godwin Iheanacho[1]; AKINTELU, Sunday Olufemi[1]; ADEDOYIN, Mary Abosede[2]
[1]Department of Management Technology,
Faculty of Management Science, Lagos State University, Ojo, Nigeria.
[2]Department of Electronic and Computer Engineering,
Faculty of Engineering, Lagos State University, Ojo, Nigeria.
Corresponding Author: radiantgodwin@gmail.com

Abstract
The fast-expanding security and surveillance sector in Nigeria increasingly recognises effective project scope management as a critical determinant of timely project delivery. This study investigates the effect of project scope definition on the timely delivery of projects among security and surveillance technology firms in Lagos State, Nigeria. Anchored on the project management theory (PMT), this study used a quantitative research design. Data were gathered via a standardised questionnaire administered to 384 respondents chosen using Cochran's formula. Statistical analysis using regression methods showed a significant positive effect of project scope definition on project delivery timeliness, with scope definition accounting for approximately 74.1% of the observed variance. The results demonstrated that project scope definition is crucial for improving the timely delivery of security and surveillance technology firms' projects. The study concluded that scope definition is essential for the timely delivery of security and surveillance technology firms' projects in Lagos state. The study recommended that security and surveillance technology firms should adopt a scope definition in order to enhance the timeliness of project delivery among security and surveillance technology firms in Lagos, Nigeria.

Keywords: Project management, project scope, scope management, security and surveillance technology, timely project delivery.

1. Introduction

Project scope management is critical to the successful implementation of every project (PMI, 2021), and it involves the proper planning, coordination, and organisation of project inclusions and exclusions (Kerzner, 2020). Project scope management entails defining what work is and is not included in a project (Wysocki, 2019). This forms the foundation for planning schedules and allocating resources. When the scope is well-defined, project managers can accurately estimate labour, materials, and timelines; conversely, a poorly defined scope leads to uncertainty (Nicholas & Steyn, 2020). Onyia *et al*. (2025) opine that without a clear scope, managers would have no clue of the timeline, cost or labour involved in a project. In practice, inadequate scope definition and uncontrolled scope expansion (scope

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creep) frequently cause delays (Bigfield Digital, 2024). Nigerian construction research, for instance, identified design changes and incomplete scope as major contributors to time overruns (Onyia *et al*., 2025).

In the context of security technology, such delays are evident when requirements for systems such as closed-circuit television (CCTV) networks are not fully specified up front, noting that new camera types, software features, or monitoring sites may be added later without adjusting schedules, driving timeline slippage. The effects of delays in security projects are serious in terms of late deployment of surveillance systems, which can make it harder to stop crime and keep people safe. Also, cost overruns erode both government and private budgets, contributing to public mistrust, which can lead to project timelines expanding to double the original estimates (Bigfield Digital, 2024).

The security and surveillance projects involved requirements for hardware, software, networking and training, which involved various stakeholders such as government agencies, private contractors and communities. Analogous to infrastructure initiatives, ambiguous scopes in security technology are prone to causing schedule delays, which can affect the relationships among stakeholders, resulting in conflicts between contractors and clients over tardy deliveries. In public projects, unresolved scope ambiguities may lead to litigation or the abandonment of contracts, but due to that, the Nigerian security sector encounters further challenges, including power outages, inadequate infrastructure, and regulatory ambiguities, which exacerbate planning difficulties and underscore the necessity for precise scope delineations (ICIR Nigeria, 2023; Onyia et al., 2025). Numerous companies continue to employ manual planning tools and lack formal training or protocols for scope control; discussions with project managers indicate limited stakeholder engagement during scope definition, resulting in misinterpretations and subsequent revisions that postpone project completion.

The Project Management Institute's PMBOK framework emphasises scope planning, definition, validation, and control as essential success factors; also, in lower-income contexts like Nigeria, empirical research consistently identifies scope mismanagement as a major cause of delays and cost overruns (Onyia *et al*., 2025; Bigfield Digital, 2024).

From 2013 to 2022, Nigeria spent about US$2.7 billion on surveillance technology contracts, making it Africa's biggest customer (Paradigm Initiative, 2017). Government-led programs like the National Public Security Communication System (NPSCS) have prompted large-scale installations of CCTV and biometric systems. For example, Chinese firms Huawei and ZTE have deployed integrated safe city CCTV networks in Lagos and Abuja (ICIR Nigeria, 2023). The market for video surveillance in Nigeria is projected to reach approximately US$241.5 million by 2031, which indicates that the economy is growing at about 8.4% annually, driven by urbanisation, security needs, and middle-class demand (ICIR Nigeria, 2023). Nigeria's growing investment in security and surveillance projects makes it important to understand how scope definition (and its changes) affects delivery time in that sector. This study, therefore, focuses on the effect of scope management and timely delivery of projects in Nigeria's security technology firms, addressing a gap in current research.

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Security and surveillance firms' projects in Nigeria have a plan for the timely completion of their projects, but suffer from schedule delays due to unclear scope definitions at the initiation stage (Adebayo & Ibrahim, 2022), because when the scope is not properly defined, project teams face regular redesigns and unplanned work (PMI, 2021; Kerzner, 2020).

Nigeria's project environments are challenging, and the construction and infrastructure line, which drives the country's economic growth, is plagued by frequent delays, budget overruns, and substandard project outcomes, often blamed on weak scope management (Onyia *et al*., 2025). Many projects lack proper scope management processes, which always leads to scope creep, stakeholder miscommunication, and under-allocation of resources (Onyia *et al*., 2025). This pattern has been seen in various infrastructure projects like highways and buildings within the Abuja–Kaduna Railway. This project reportedly faced significant delays and cost overruns due to inadequately defined scope parameters (Onyia et al., 2025). Also, studies of road and public works mentioned that scope creep, late design changes, and ineffective communication are the top delay factors (Onyia *et al*., 2025; Bigfield Digital, 2024).

Poor scope definition is undermining project schedules in Nigeria's security technology firms despite the sector attracting billions in investment. Existing studies primarily concentrate on construction or telecommunications projects, leaving the security and ICT niche underexplored (Okoye et al., 2021). Without identifying the specific scope practices that cause delays, such as inadequate stakeholder input, poor documentation quality, and ineffective change control, firms cannot effectively address the root causes. Thus, a targeted investigation is needed to determine how project scope definition affects delivery time in security and surveillance projects in Lagos, Nigeria and to identify how project scope definition is most critical to on-time completion. The findings will enhance project planning, ultimately enabling faster and more reliable delivery of security solutions. Therefore, the study aims to examine the effect of project scope definition on the timeliness of project delivery among security and surveillance technology firms in Lagos, Nigeria.

2. Literature Review

Project scope management is documenting all the boundaries of the project at the initiation stage before embarking on it with the allocated resources and ensuring that the project is carried out successfully. It encompasses all the necessary measures to ensure the completion of the project successfully without requiring additional resources (PMI, 2021). In security and surveillance projects, this process is very important because of the complexity and the involvement of several stakeholders, technologies, and compliance requirements such as data security and legal standards. When project scope management is not properly planned, it always leads to scope creep, characterised by the addition of several tasks without corresponding modifications to the budget, timeframe, or resources (Kerzner, 2020). This will result in not meeting the deliverable time, excessive expenditures, disagreement with stakeholders, and, in severe instances, complete project collapse. In sensitive projects, like security and surveillance systems, inadequate scope management can lead to data breaches or national security concerns. Proper

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scope management helps the project teams to estimate deliverables, establish reasonable expectations, and implement systematic processes for managing modifications. This methodology facilitates decision-making during the project, enhances transparency, and mitigates risks (Geraldi & Söderlund, 2019).

The project scope definition entails the identification and documentation of all tasks required for the successful completion of a project. The project involves establishing its objectives, deliverables, parameters, timetables, and stakeholder expectations (PMI, 2021). A well-defined scope guarantees that all participants comprehend the requirements and, crucially, what is excluded from the project. Odusami and Omirin (2023) emphasise that fundamental to all subsequent planning efforts, which include time, cost, quality, and risk, is scope definition. A poorly defined or ambiguous scope leads to uncertainty and misplaced expectations within project teams, often resulting in missed deadlines. In Nigeria, scope creep, frequently driven by unplanned modifications to a project, is a common challenge in both construction and ICT projects (Adeleke et al., 2021). Numerous academics assert that the quality of scope definition is a crucial determinant of project success (Aliu & Ibrahim, 2022; Yusuf & Musa, 2020). A clearly delineated scope encompasses comprehensive requirements, stakeholder contributions, technical specifications, and consensus on deliverables. This transparency enables project managers to formulate feasible timelines and track advancement efficiently.

When the time frame for delivering a project is stated at the beginning of the project, and the deliverable time is met is called timely delivery of a project. It is a principal key performance indicator (KPI) in project management, alongside cost, quality, and stakeholder satisfaction (PMI, 2021). In Nigeria's project environment, numerous studies indicate that delivery delays are a significant problem. Eze et al. (2021) discovered that more than 65% of public infrastructure projects in Nigeria encounter delays exceeding 25% of the initial timeline. In security and surveillance technology, delays in the installation of CCTV, biometric systems, and communication infrastructure affect the national response to crime and insecurity (Ajibade & Oseni, 2023). Time delays frequently occur due to issues including poor planning, inadequate risk assessment, alterations in scope, delayed payments, and an absence of project monitoring tools (Okonkwo & Okeke, 2022). Among them, alterations in project scope, particularly those unanticipated in the initial timeline, are consistently identified as the most disruptive (Adeleke et al., 2021).

Project Management Institute (1999), it starts with the importance of systematic planning, implementation, and oversight in attaining successful project results. It emphasises the need for effective scope management to ensure the achievement of project objectives while limiting deviations that may lead to failure (Kerzner, 2020). Scope management is a fundamental aspect of project management theory, which entails the methodical process of delineating, verifying, and regulating the inclusions and exclusions of a project. The PMBOK Guide (PMI, 2021) lists six essential components of this process: scope plan, scope requirements, scope definition, Work Breakdown Structure (WBS), scope validation, and scope control. These techniques or components assist project managers in

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aligning project outcomes with stakeholder expectations, thereby preventing superfluous work or cost inflation.

Kerzner (2020) observes that inadequate management of project scope always results in scope creep, a frequent occurrence caused by unauthorised alterations or ongoing augmentation of project needs without proportional modifications in time or budget. While in security and surveillance technology firms, projects are often resource-intensive and time-sensitive, and scope creep can adversely impact performance outcomes. Also, scope management is essential for effective communication and stakeholder involvement because explaining all the project boundaries from the start will help all stakeholders to understand the deliverables, milestones, and responsibilities. And this will reduce ambiguity and aid in risk management, especially in sectors where compliance and accuracy are very important (Nicholas & Steyn, 2020). It also emphasises the need for including scope control techniques within comprehensive project monitoring and evaluation frameworks, and this helps in the prompt detection of anomalies and permits the implementation of corrective measures prior to the escalation of such situations. Also, good scope management directly enhances cost-effectiveness by mitigating resource wastage, circumventing rework, and ensuring the project adheres to its initial objectives (Turner, 2019).

Empirical Review

Eze and Agbo (2024) investigated the role of change control systems in minimising the impact of scope creep on project delivery in smart security installations in Nigeria. Their quantitative research involved regression analysis on data from 210 IT professionals. The study confirmed that structured scope management processes, especially formal change approval mechanisms, helped mitigate delays and cost escalation. They recommended the institutionalisation of change control boards for high-tech projects.

Odusami and Omirin (2023) investigated the improvement of scope definition in Nigerian public projects by using a mixed-method approach combining surveys and interviews with 25 senior project consultants in public ICT and infrastructure sectors. Their findings were that projects with a clearly defined scope had a 40% higher chance of being completed on time, and time performance improved when the project scope was validated and re-validated at major phases. In their conclusions, they revealed that reinforcing scope clarity across project stages significantly boosts time delivery performance. The study recommended the use of phase-gate reviews and scope validation at every major milestone, and the use of digital project management tools for scope monitoring.

Ajibade and Oseni (2023) investigated the exploration of security surveillance implementation delays in Nigerian cities. Focused on surveillance projects in Lagos and Abuja, the study applied qualitative interviews with 30 project managers and government contractors. Their findings were that most delays occurred during scope adjustments requested after execution began, poorly scoped urban surveillance projects led to underestimation of required resources, and delays worsened when stakeholders' roles

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were unclear. The study concluded that scope rework and lack of clarity were significant contributors to delays in Nigeria's security tech projects. They recommended that the government agencies and private tech firms improve coordination; conduct technical feasibility studies before finalising the scope.

Oladipo and Balogun (2023) assessed scope management and project performance in the IT sector, with a particular focus on surveillance infrastructure deployments in South-West Nigeria. Employing a descriptive survey research design with 180 respondents drawn from project teams and contractors, their findings indicated that a lack of scope clarity was significantly associated with project inefficiencies, budget inflation, and delayed delivery. Their conclusion called for a stricter enforcement of initial scope agreements and better training for project managers in scope definition and control.

Aliu and Ibrahim (2022) assessed the impact of project scope management practices on ICT project performance in Nigeria by adopting a quantitative study involving 120 ICT project managers using structured Likert-scale questionnaires analysed with SPSS. Their findings revealed that the projects with scope definition procedures had 60% fewer time overruns, and the presence of a change control board reduced unexpected scope changes. The study concluded that systematic scope definition and control improve overall project time performance. The recommendations in the study were the implementation of a mandatory scope sign-off procedure and conducting project planning workshops before execution.

Okoye et al. (2022) explored the relationship between scope changes and cost performance in security technology projects in Abuja, Nigeria. Using a mixed-methods approach combining structured questionnaires and expert interviews, the study revealed that client-induced scope changes accounted for over 35% of total project cost overruns. The authors recommended regular stakeholder briefings and rigorous documentation procedures to limit unplanned modifications. Adeleke et al., (2021) examined the effect of scope creep on project success in Nigeria infrastructure projects by using quantitative research approach, involving 150 project managers across various infrastructure sectors in Nigeria, which their findings highlighted that scope creep was the leading factor in project time delays, poorly defined project scope at the early stages led to repeated changes and uncertainty, there was a strong negative correlation between scope changes and timely project delivery. Their conclusion revealed that projects with unclear scope at the beginning were more likely to experience delays and budget overruns. The study recommended the use of detailed scope documentation before project execution and establishing formal change control processes to manage scope changes effectively.

Yusuf and Musa (2020) conducted an analysis of project scope management failures in Nigerian telecom projects by using case studies of five failed telecom projects, using interviews, document reviews, and project audit reports. Their findings were that a lack of stakeholder engagement during scope definition led to conflicts and delays, weak communication among team members caused misunderstandings of scope requirements, and poor time estimates resulted from unclear project

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deliverables. Their conclusions were that scope definition must involve all key stakeholders and use structured tools like Work Breakdown Structures (WBS) for better results. The study recommended that there should be involvement of clients and technical experts in scope planning, train project managers in best practices for scope documentation.

Akinradewo and Adebayo (2020) conducted a study focused on project scope management practices and their influence on construction project performance in Lagos State. Adopting a survey method and structural equation modelling, the researchers found that failure to adhere strictly to scope management plans was significantly responsible for both time and cost overruns. They concluded that stakeholder involvement during scope definition and robust change control processes was essential to curb the effects of scope creep. Akintelu et al. (2016) investigated the factors affecting the choice of project scope management practices among telecommunication organisations. The study employed a mixed-method approach, utilising both questionnaires and interviews to collect data from 375 respondents, including project sponsors, managers, and team members involved in ICT projects within Nigerian telecommunication organisations. The data were analysed using descriptive and inferential statistics. The study identified several factors influencing the choice of project scope management practices, such as competitive advantage, organisational process assets, expert judgment, complex activity lists, complex project scope statements, limited resources, fast-tracking, project delays, client demand, required technical skills, dynamism of technology, and return on investment. The study concluded that the selection of scope management practices is significantly influenced by both internal organisational factors and external project environment variables. The study recommended that organisations should consider these identified factors when selecting scope management practices to enhance the success rate of ICT projects.

3. Methodology

This study is quantitative in nature as it depends on the response of the respondents to address the research questions and test the formulated hypotheses, which in turn will provide an accurate and deep understanding of how scope management affects the performance of information technology projects of security and surveillance technology firms in Computer Village, Ikeja, Lagos State, Nigeria. This study used a survey research design as it is more effective and accurate for seeking answers to the research questions (Abbott & McKinney, 2016; Nardi, 2018). It describes the kind of data that must be gathered and the source of the data gathering process. The target audience for this study includes security and surveillance technology firms, project managers, team managers, engineers, etc within Computer Village, Ikeja, Lagos State, Nigeria. It is noteworthy that the Computer Village has a large number of different security and surveillance technology companies.

A simple random sampling technique is the adopted technique for this study. This technique ensures that each respondent has an equal chance of being selected. This study adopts Cochran's (1977) formula to determine the infinite population.

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Cochran's formulas are given below:

$$n=Z^2.p.q/c^2$$

Where z = Z value at 95% confidence level = 1.960.

p = probability of success, i.e., the percentage of the population picking a choice is 0.5.

q = probability of failure is 0.5

c = precision level, i.e., confidence interval is 0.05.

Therefore, the sample size value n = 3.8416 × 0.5 × 0.5/0.0025 =384.16

n = 384

With this study being quantitatively inclined, a standardised questionnaire was used to gather data from different security and surveillance technology firms in Computer Village. The primary source of data was gathered responses to give insights into the formulated research questions using the five-point Likert scale: Strongly Agree, Agree, Disagree and Strongly Disagree.

The research instrument was validated using content and construct validity. Questions were well structured for respondents to understand and to ensure that the instrument accurately measures the variable under study. Similarly, literature was reviewed to formulate variable -related questions. A pilot study was conducted among computer-related basement entities. The following results, 0.817 and 0.907, were obtained from a pilot test. This tells the reliability of the literature.

The data collected was analysed using the Statistics Package for Social Science (SPSS) as follows: descriptive Statistics in the form of frequency and percentage was used to evaluate and present the demographic details of the respondents (section A), section B of the questionnaire was graded and presented in the form of an average using descriptive Statistics, regression was utilized to test the effect between one variable to another variable.

4. Result and Discussion

Hypothesis Testing

Ho: Project Scope Definition does not significantly affect the timeliness of project delivery among security and surveillance firms in Lagos, Nigeria.

Table 3

Model Summary

Mode	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.957[a]	.741	.739	.43882

a.Predictors: (Constant), Project Scope Definition

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ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64.985	1	64.985	439.1	.000[b]
	Residual	56.734	383	.148		
	Total	101.719	384			

a. Dependent Variable: Timeliness of Project Delivery

b. Predictors: (Constant), Project Scope Definition

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.769	.205		7.689	.000
	PSD	.799	.047	.957	20.95	.000

a. Dependent Variable: Timeliness of Project Delivery

Source: Researchers' computation (2026)

Table 3, which shows the regression analysis, examined the effect of project scope definition (PSP) on the timeliness of project delivery (TPD) among security and surveillance firms. The model summary shows an R-value of 0.957, indicating a strong positive relationship between project scope definition and timeliness of project delivery. The R-squared value of 0.741 means that 74.1% of the variation in the timeliness of project delivery is explained by project scope definition. In comparison, the remaining 35.9% is affected by other factors not included in the model. The ANOVA table assesses the model's overall significance. The F-statistic of 439.1 with a p-value of 0.000 shows that the regression model is statistically significant at a 95% confidence level. This means project scope definition significantly affects the timeliness of project delivery, and the probability of this result occurring by chance is nearly zero. The Coefficients table provides further insight into the effects of Project Scope Definition on Timeliness of Project Delivery, the constant (intercept) value of 1.769 represents the baseline level of timeliness of project delivery when Project Scope Definition is zero, then the coefficient for Project Scope Definition is 0.799, meaning that for every one-unit increase in Project Scope Definition, timeliness of project delivery increases by 0.799 units, the t-value of 7.183 with a p-value of 0.000 confirms that project scope definition has a statistically significant effect on timeliness of project delivery. Since the p-value is less than 0.05, the null hypothesis (Ho) stating that "project scope definition does not account for significant variations in timeliness of project delivery" is rejected. This confirms that project scope definition significantly contributes to the timeliness of project delivery among security and surveillance firms.

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The findings of this study discovered that project scope definition has a significant effect on the timeliness of project delivery among security and surveillance firms in Computer Village, Lagos State. This implies that project scope definition is critical to the timeliness of project delivery in security and surveillance firms. The outcome of this study conforms with the findings of Odusami and Omirin (2023), who investigated the effect of scope definition in Nigerian public projects and discovered that projects with clearly defined scope had a higher chance of being completed on time. Aliu and Ibrahim (2022) also established that the projects with scope definition procedures had fewer time overruns, and the presence of a change control board reduced unexpected scope changes. Oladipo and Balogun's (2023) findings indicated that a lack of scope clarity was significantly associated with project inefficiencies, budget inflation, and delayed delivery.

5. Conclusion and Recommendations

The study concluded that scope management has an effect on the timely delivery of projects in closed-circuit television firms. Thus, project scope definition is vital to the timeliness of project delivery are vital determinant of the security and surveillance (closed circuit television) firms in Lagos state. The significant effect identified in the research reinforces the importance of structured project scope definition in fostering the timeliness of project delivery. Based on the findings of the study, it was recommended that closed-circuit television firms should continue improving the project scope definition when undertaking a project in order to meet the timeliness of the project delivery.

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