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# The Theoretical Strategic Approach in the Feasibility Study

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## **Author's contribution**

*The sole author designed, analyzed and interpreted and prepared the manuscript.*

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## **ABSTRACT**

The paper aims to find the relationship between strategic approach and feasibility studies. This importance is emphasized from the important role of organizations in making strategic decisions in filed project management.

The contents of this effort aimed at establishing a new understanding of the meaning regarding the principles of fit feasibility study to the approach of strategic in performance and competitiveness in project management according to the concept of the (Espoused Theory).

Based on the above we can determine the objectives of the feasibility study from through environmental analysis of the project in both internal and external environment so they need know the technical feasibility organizational structure and business plan and project costing and financial analysis.

*Keywords: Feasibility study; business plan; environment analysis of project; Espoused Theory.*

## **1. INTRODUCTION**

In some organizations, selection and management of projects often fail to support the

strategic plan of the organization. Strategic plans are written by one group of managers, project selected by another group, and implemented by another. These independent decision lead to

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conflict, confusion, [1] unsatisfied customers, and organization resources are wasted in non-value added activities/projects.

In integrated project management system all the parts are interrelated. A change in any part will influence the whole. In any organization there's a customers to satisfy. Mission, objectives and strategies are set to meet customers' needs. Development of a mission, objectives and strategies depend on analysis of internal and external environment. The outcome of environmental analysis is a set of strategies designed to meet the needs of customers. In this sense we came from a strategic perspective which focuses on the approach the strategic in the feasibility study in an attempt to explain and evaluate the value of that the approach in achieving effective projects management [2].

Implementing strategies is the most difficult step. Strategies are typically implemented through projects. The key is to select those projects that make the largest and most balance contribution to the objectives and strategies of the organization.

Feasibility Study should consider and establish the types of businesses the company will operate in together with its objectives for each. Then within each business unit more detailed planning will need to occur. The major functional departments such as: Accounting, Finance, Human Resources, Marketing, Purchasing, Sales. Will need to work together to accomplish strategic objectives. Managers of each of these areas will need to determine the best way of achieving strategic objectives. A very important point to remember is that businesses exist to create customers and make profits [3].

A Feasibility Study is conducted to obtain an overview of the problem and to roughly assess whether feasible solutions exists prior to committing substantial resources to a project According to strategic analysis [3].

Market and feasibility studies are not static. They are dynamic parts of the development process. The analyst should be involved in an iterative process with the developer and should attempt to provide alternatives to constraints. To do so requires that the analyst clearly state their conclusions. If a project should not be performed, the developer should know at the completion of the study and not after the foundation has been poured [4].

The project feasibility study is a part of the initiating phase of project life cycle, (Once the need has been identified, a feasibility study is done to determine if the need can be realistically can be met [5].

The needs of the organization is answered and achieved by the deliverables of the proposed project, these needs should do with: [6]. reducing costs, increasing revenues, eliminating waste, increasing productivity and efficiency, solving business problems, taking advantage of market opportunities [7].

So the business feasibility study is used to support the decision making process by providing analytical tool that includes recommendations and limitations to assist the decision-makers to determine if the project concept is viable or not.

## **2. DEFINE THE PROBLEM AND IMPORTANCE OF STUDY AND OBJECTIVES**

It is necessary to look at the relationship between strategy and feasibility study in the light of theoretical that link the relationship and the method of promotion, as an integrated vision of the problem is subject to the nature of adopted in the study.

The researcher believes that developing countries, still face problems of their origin which is linked to the existence of a distinct lack of projects management and its dimensions and its role for companies in those countries to be an incentive to rush towards the disclosure of benchmarks [8], that can be is used by industrial companies and service organizations in order to find its place in the midst of competition.

Based on the above we address the extent of influence that can be caused by appropriate strategies to project feasibility study over the entrance to the competitiveness. According to according to the concept of the (Espoused Theory) [9].

According to the above we can determine the objectives of the study as follow: [10,5]:

- 1) Identify the trends and qualitative dimensions of the feasibility study principles and the possibility to support and assign the application process.
- 2) An attempt to explore the scientific bases for the concerns of the projects theoretical

subject, project and strategies, as well as qualitative dimensions of the entrance to the project management, so as to devise and develop ideas we have tried to find points similarities or difference with the view of the researchers and specialists through what we have established of a clear methodology and what we have done of the theoretical analysis.

The contents of this effort aimed at establishing a new understanding of the meaning regarding the principles of fit feasibility study to the approach of strategic and scientific content of the variables and their own to achieve good performance and competitiveness.

To deal with what we have presented and described as a problem and the importance of this research, we have built main hypothesis as the following:

*“There is a relationship and impact between strategic approach and feasibility studies in strategic project management”.*

We will adopt the methodology of induction and conclusion from studies and literature that is depended on this study in the test hypothesis theoretically.

### **3. INTRODUCTION TO A FEASIBILITY STUDY AND PURPOSES**

The feasibility study aims to provide decision makers with comprehensive project-specific information to decide if the economic returns of the project. Justify the risks [11] involved in proceeding the project Feasibility study is an evaluation and analysis of the potential of the proposed project that is based on extensive investigation and research to give full analysis of the project, assumptions, and variables and to minimize risks to give full comfort to decision makers to proceed on the project [12].

A business feasibility study can be defined as a controlled process for identifying problems, defining successful outcomes, and assessing the range of costs and benefits associated with several alternatives for solving a problem to determine if the project idea is viable or not [13].

As the name implies, a feasibility study is an analysis of the viability of an idea. The feasibility study focuses on helping answer the essential question of “should we proceed with the

proposed project idea? All activities of the study are directed toward helping answer this question. Feasibility studies can be used in many ways but primarily focus on proposed business ventures. Farmers and others with a business idea should conduct a feasibility study to determine the viability of their idea before proceeding with the development of a business. Determining early that a business idea will not work saves time, money and heartache later. Conducting a feasibility study is a good business practice. If you examine successful businesses, you will find that they did not go into a new business venture without first thoroughly examining all of the issues and assessing the probability of business success [14].

Rigorous substantiation of investment projects, as well as the assessment of the current status and potential of any organizations, to carry out a project in terms of economic efficiency, at a given moment, involves the study of feasibility. Thus, in the literature, the most widely referenced study, pre-feasibility study, feasibility study, study of the eligibility and the business plan. The feasibility study is defined as a tool that can provide a technical, economic and financial justification of a decision to finance an investment project.

The concept of feasibility study involves conducting analyses and evaluations of complex nature at the level of the future investment objective, carried out on a particular time horizon, taking into consideration the factors of risk and uncertainty [15].

There are other reasons to conduct a feasibility study: Gives focus to the project and outline alternatives. Narrows business alternatives. Identifies new opportunities through the investigative process. Identifies reasons not to proceed. Enhances the probability of success by addressing and mitigating factors early on that could affect the project. Provides quality information for decision making. Provides documentation that the business venture was thoroughly investigated. Helps in securing funding from lending institutions and other monetary sources. Helps to attract equity investment.

The feasibility study is a critical step in the business assessment process. If properly conducted, it may be the best investment you ever made [14,16].

Feasibility study is prepared under the umbrella of environmental analysis of the project to

identify risks in both internal and external environment:

- 1) **Internal risks:** costs, yield, technical difficulties, implementation and operational difficulties.
- 2) **External risks:** Market factors, regulations, energy cost, inflation it is simply a formalized written approach to evaluate a business idea, it should:
  - Show the facts and figures that are needed to aid decision making.
  - Show whether the idea is viable or not.
  - Allow to discover and look at alternative approaches and solutions to put idea into practice.

The strategic management starts with scanning both external environment for opportunities and threats [17], and internal environment for strengths and weaknesses in order to identify the organization mission and objectives. In order to achieve objectives, the management formulates different strategic alternatives. Then choosing the project that best implements the strategies and achieving the strategic objectives of organization.

General purposes of the feasibility study [18]:

- Describe the need for the project.
- Identify where the management wants to go?
- How the project will be accomplished?
- What resources are needed?
- Who will assist or help in the project?
- When will the project be accomplished?
- How much will cost?
- What are the benefits?
- What are the risks?
- What are the alternative solutions?
- What crucial issues that prevents the project from being successful in the marketplace.

These questions (what, who, how, what) cannot be found in the path of success without strategic thought, [19], and the relationship to with of the Organization's mission and goals. According to [18] says, the feasibility studies of projects must be looking for answers to these questions, so which means there is a relationship and impact between strategic thinking and feasibility studies in the field of project management, according to the concept of the (Espoused Theory) [9]. That is meaning mix

between two filed, first strategic management filed and the second project management filed.

Which means answering the hypothesis put forward in this study that says, "There is a relationship and impact in the theoretical between strategic approach and feasibility studies in strategic project management".

Strategy is implemented through projects. Every project should have a clear link to the feasibility study strategy [6,20].

There are many organizations in which managers can't identify a project priority and link it with the strategic business plan; this is not a good management. There are two main reasons why project managers need to understand their organization mission and strategy. The first reason is they can make appropriate decisions and adjustments. For example, how a project manager respond to a suggestion of modify the design of a product to enhance performance will vary depend upon whether his company strives to be a product leader through innovation [21], or achieve operational excellence through low cost solution. The second reason is that they can be effective project advocates. Project managers should explain how their project contributes to the firm's mission, so they need know the technical feasibility [22], organizational structure and business plan and project costing and financial analysis.

#### **4. THE DIFFERENCES BETWEEN THE FEASIBILITY STUDY AND A BUSINESS PLAN**

Both feasibility study and business plan are basic tools in project development.

A feasibility study determines whether a proposed idea is viable or not, and the business plan is carried out after the feasibility study is completed and the decision has been made to proceed.

A business plan is a comprehensive, written description of the business of an enterprise. It is a detailed report on a company's products or services, production techniques, markets and clients, marketing strategy, human resources, organization, requirements in respect of infrastructure and supplies, financing requirements, and sources and uses of funds [23].

A thorough feasibility analysis provides a lot of information necessary for the business plan, it details the steps needed to achieve the objectives as set out in the feasibility study. if a project is seen to be feasible from the results of the study, the next logical step is to proceed with a full business plan.

The importance of the feasibility study in the business plan:

- Provide information to achieve business objectives.

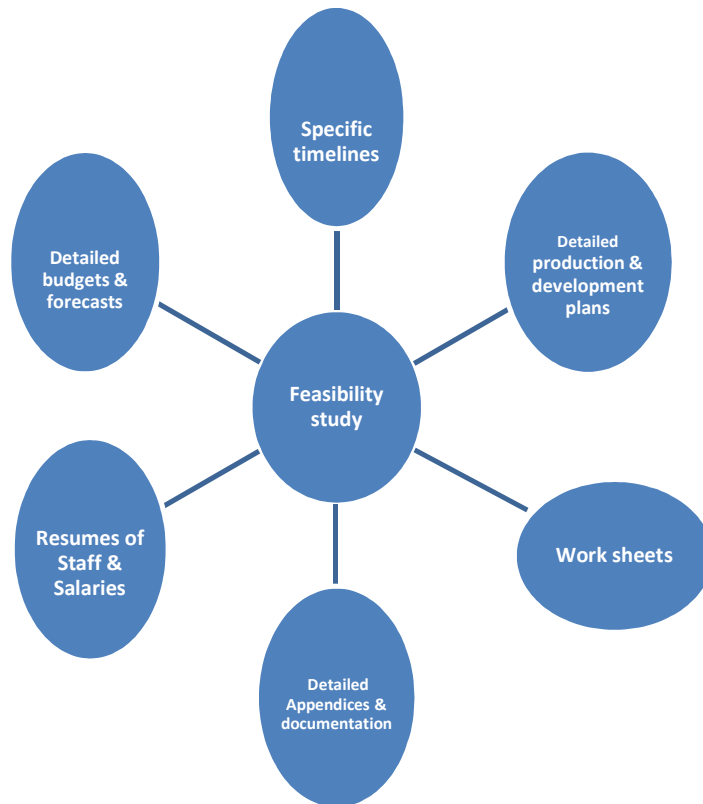
- Support the business planning stage.
- Reduce the research time.
- Reduce the cost of the business plan.

Comparison between the feasibility study and business plan: [18] Table 1 explain us this points.

Where Fig. 1 Comparisons between the actives of feasibility study under the concept business plan theory.

**Table 1. Feasibility study and business plan**

	<b>Feasibility study</b>	<b>Business plan</b>
Time order	Prepare first	Prepare after feasibility study is completed
Scope	Overview of possibilities and alternatives	The specifics about the chosen alternative and how it will work
Details	Outlines of business structure, financial and other requirements, market and industry analysis, and analysis of possibilities	Detailed business structure, Detailed production plans, specific objectives, detailed key staff and requirements, etc.



**Fig. 1. Actives of feasibility study**

## 5. SECTIONS OF THE FEASIBILITY STUDY

- 1) **Cover sheet:** It includes the name of the feasibility study (the project name), the name of the company and the date of the final report.
- 2) **Table of contents:**

2.1 Introduction: It introduces the proposals, the scope and objective of the project, its general uses and applications. It also identifies what type of analysis is being performed.

The introduction will provide the readers with a frame of reference for the information they will encounter in the report.

2.2 Executive summary: The executive summary is a summary of all key sections of the business feasibility study and should work as separate, stand-alone document, from 1- 4 pages.

It is very important as many busy executives first read it before deciding whether or not they are interested in the proposal. So the executive summary should be included at the beginning of the report.

Contents of the executive summary:

- Very brief description of the project
- Project purpose
- Who is involved?
- Brief outline of the market potential
- Brief outline of the financial plan, projected costs, revenues, net income & capital requirements
- Brief outline of the project benefits (like ROI, IRR)
- Repayment capacity
- Outline of the analysis carried out in the study
- Brief outline of the recommendations

2.3 Background information: This section provides the context of the feasibility study by giving brief background information about the project and the structure of the organization, it includes:

- The general industry of the organization
- The size of the organization and number of employees

- Location of the organization (Single, regional, national, world-wide)
- The type of the project and specific features
- The mission and goals of the project
- Reasons for the proposals & the solutions that are proposed from implementation the proposal.

2.4 Feasibility study analysis and details:

- Technical feasibility
- Organizational structure & management feasibility
- Market research & analysis
- Project costing
- Financial analysis

2.5 Summary of important findings & recommendations:

This section is to be prepared after the feasibility study is completed and the report is written. It is a quick reference guide to provide a summary of the main findings and conclusions of each section in the feasibility study [23].

It includes a brief summary and conclusions about:

- Purpose and description of the project
- Technical feasibility
- Market potential
- Schedule of capital requirements
- Projected costs
- Projected revenues
- Proposed financial plans
- Projected benefits
- Brief results of the analysis
- Recommendations for implementation

## 6. FEASIBILITY STUDY ANALYSIS

According to below Fig. 2 the process feasibility study analysis are five dimensions.

1) **Technical feasibility:** Technical feasibility should be carried to investigate if the project design technically feasible, it includes:

- General design, technical requirements and specifications
- Comparing design and expected performance with existing operations if applicable

- Show how the new technology or equipment will affect the start-up time line
- The cost of the new technology and equipment's
- Reasons and advantages of the selected design
- Possible location of the project site, size and requirements

2) Factors affecting the project site:

- Accessibility to markets.
- Accessibility to qualified labors.
- Accessibility to suppliers of raw material.
- Availability of transportation and distribution channels.
- Availability of utilities and services.
- Assessment of the response of the local community.

3) Organizational structure and Management feasibility: This section should outline the proposed ownership structure, the management team, and cover key organizational issues. It includes:

- The legal structure of the organization.
- The proposed ownership structure: potential partners, investors.
- The proposed management structure: identify the key positions that needed, the experience and qualification needed.

4) Market Research and analysis: This is one of the most important sections of the feasibility study as it examines the marketability of the product or service. If a significant market for your product or service can't be established, then there is no project.

An initial market study and analysis needs to be carried out to assess the existing demand for a certain type of product or service in the market.

In general initial market study and analysis must be done before a feasibility study is ready to be prepared to ascertain if there's market and customers for the proposed product at the proposed price and location.

The information which is provided from the market research and analysis is essential for proceeding with the detailed design, feasibility, funding, and eventually marketing of the product or service [24].

Management should share information with experts, consultants, architects, engineers and others who decide the project cost then the feasibility study tests whether the expected revenues will sufficiently exceed the expected cost.

Market analysis is one of the main areas of risk, so in most cases, the project is required to generate a return which is proportional to the amount of risk involved in order to proceed.

4.1) Elements of Market research and analysis

4.1.1) Industry trends

The key reason for industry analysis is to assess the potential for profit:

How large the industry is:

- The industry stage of development( young, growing, mature, decline)
- The number of establishments operated in the industry
- The number of customers served
- The volume of sales in the industry
- The entry barriers to the industry

4.1.2) Customer's needs: Should identify customers' perceptions, preferences, and needs, buying patterns and how the product or service will satisfy them.

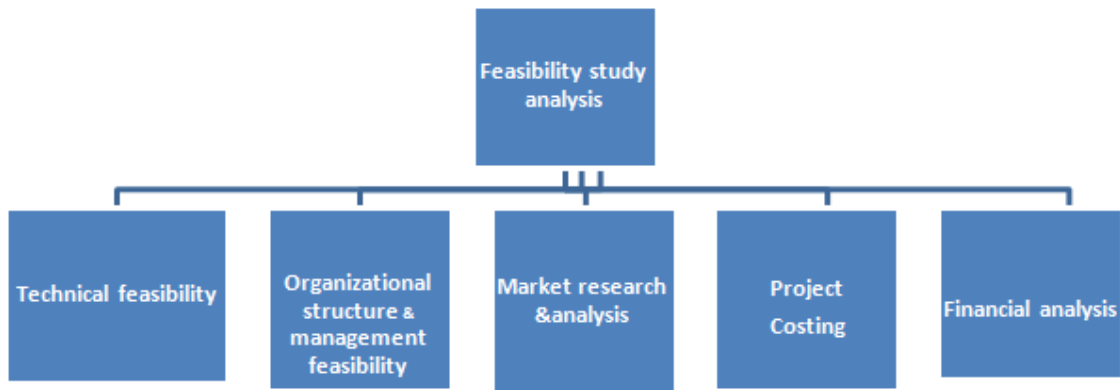
4.1.3) Type of market: Identify if it is an open market (anyone can access) or a closed market (access is only available if you are a part of a group to satisfy certain requirements), and identify if the potential market is the retail or wholesale market.

4.1.4) Seasonal patterns: Identify any seasonal patterns of the product or service demand and how seasonal fluctuations will affect prices.

4.1.5) Target market: Identify the primary customers, are there the general public, corporations, special groups or organizations.

Description of target market should be done in term of:

- Geographic characteristics
- Demographic characteristics
- Psychographic characteristics



**Fig. 2. The process feasibility study analysis**

4.1.6) Reaching target market: Based on identification of customers and target market, identify the best way of reaching them; by advertising, internet, and sales staff, locally, nationally or internationally.

4.1.7) Sales volume: To project future sales volume, you should estimate how many units of product or service is each customer likely to have every month or quarter through using the estimated number of customers, market share and other market research techniques.

4.1.8) Identifying and analyzing competitors: The feasibility study should include full details and evidences about the competition in term of:

- Size of competition
- Type of competition
- Location of competition
- Type of products
- Market share of competitors
- Selling methods
- Strategies of competitors
- Strengths and weaknesses of competitors
- The competitors' expected reaction to your company entrance to the market
- Comparing of products and services to those of competitors
- The competitive advantage

4.1.9) Product or service pricing: Pricing is very important issue that often leads to a business failure and must be analyzed carefully.

The price is not just dependent on cost but rather on the market and how much customers are willing to pay.

Make sure that the feasibility study clarifies the pricing of the product or service by analyzing all of the previous market issues.

4.1.10) Capturing market share: According to the feasibility study, you should be able to capture the largest possible share of the market and outline strategies and plans to achieve this.

To estimate the market share, you need to:

- 1) Analyze the nine market issues described above.
- 2) Analyze the rate of change both increase and decrease in the percentage of market share among competitors.
- 3) Investigate what can be done to establish a market niche which will enable you to compete effectively with competitors.

## 7. PROJECT COST AND FINANCIAL ANALYSIS

1) **Project cost:** Cost is a major item in any project and it is crucial that you should accurately determine all types of cost to be incurred at various stages of the project.

Costing calculations and projections must be comprehensive; they should accurately reflect all possible future expenditures for each project alternative to enable the long-term financial impact of the operation to be properly estimated for each alternative.

Cost is always a major worry for management, lenders, and investors. So estimating project costs is a challenging process, it is art and science [6].



There are two important project principles in estimating costs:

- 1.1) Clearly define the project various costs in the beginning, so reduce the chance of estimating error
- 1.2) Estimate the initial cost estimation accurately, so increase the likelihood of preparing accurate budget for the project
- 2) **Financial analysis:** According to Fig. 3. [24]. Financial analysis is an important section of the feasibility study aims to make alterations and optimize plans in order to improve returns and reduce risks.

Financial analysis should be prepared with consideration of all investors, partners, banks, and capital companies .

It involves the study and analysis of the various financial aspects of the alternative proposals in order to identify any risk, strengths and weaknesses, and to compare alternatives.

2.1) Economic feasibility analysis

Economic feasibility aims to analyze the financial stability of the project, judging whether the project benefits are worth the risk

and finding the bottom line benefit of the project.

Economic feasibility is very important for managers and decision makers to investigate the weakness in the project and deal with them before the study is finalized to check the viability of the project. In this area it is possible to depended on Economic feasibility analysis techniques (Liquidity ratio, Efficiency ratios, Financial leverage ratios. Security ratios, Profitability ratios).

When you completed this economic feasibility analysis, you can work out on these ratios again and optimize the project until you are satisfied to meet your project financial objectives.

2.2) Projection sensitivity analysis (Worst scenario analysis) Table 2

This analysis permits evaluators to identify which project element is the most susceptible to positive and negative changes and the reasons and impact of the change. Both "worst-case" possibilities and optimistic scenarios should be compared in order to make a decision without leaving any doubt regarding risks involved in the project.

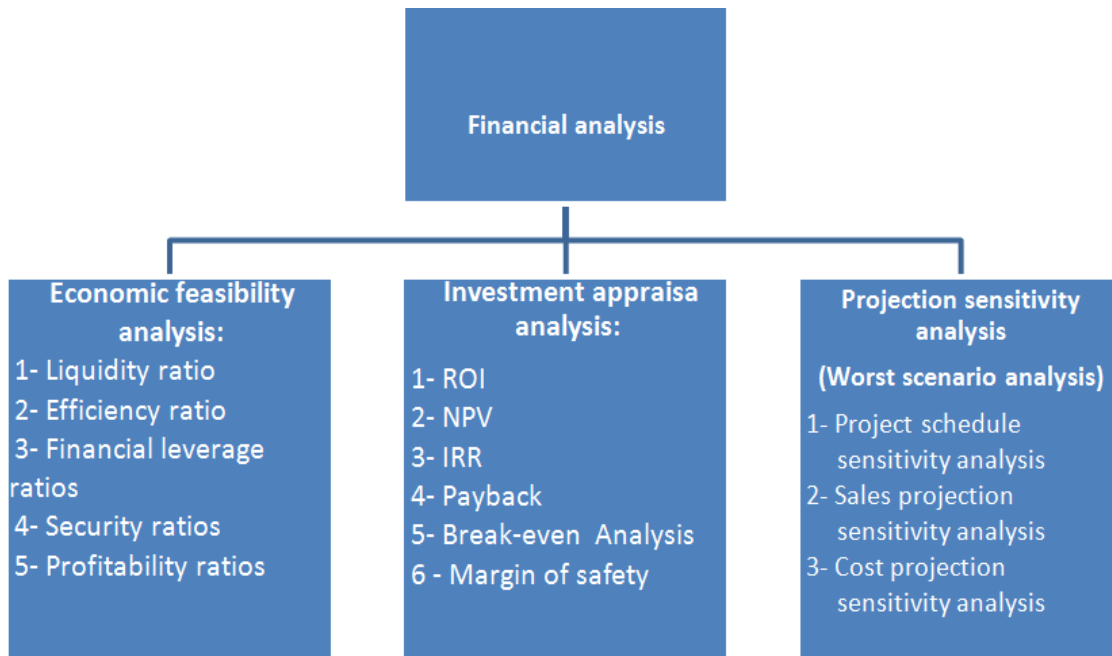


Fig. 3. Feasibility study: Financial analysis

**Table 2. Projection sensitivity analysis**

<b>Projection sensitivity analysis</b>	
<b>1. Project schedule, sensitivity analysis</b>	-Investigate if the project encounters any possibilities of delays, the source of delays, and solution. -The effects of delays should mention in term of: 1- effects on scheduling the project 2 -effects on the cost of the project
<b>2. Sales projection, sensitivity analysis</b>	Assess any risk that will affect the sales
<b>3. Cost projection, sensitivity analysis</b>	Assess any risk that may lead to increase cost like: increase demand→ need more staff→ increase cost

**8. STRATEGIC APPROACH IN THE FEASIBILITY STUDY**

The other principle that project of Approach feasibility study depends on, is to represent evaluations for the internal environment (productions, operations, resources and coasts) and the external environment (customers, market, competition, environment, law and order) and its advantages and disadvantages. Despite the difference in its variables, it still depends on each other in the concept of the operations standards. This corresponds to the text of the main hypothesis and is consistent with the nature of the study problem that mentioned above, as well as,

The main goal of this article is to present project of an approach to the feasibility study aims to teach and introduce the concepts to the top administration to achieve a method that discovers that there are relationship cooperation to feasibility study within the corporate strategic of the organization according to the concept of the (Espoused Theory), Which is based on the conception of the (Theory-In-Use) concept, [25,9]. This conclusion is theoretically confirms the reality of the hypothesis mentioned in this study, that “There is a relationship and impact between strategic approach and feasibility studies in strategic project management”.

The Knowledge Management Concept in the project of an approach to the feasibility study is based on essential points [26,27]:

- 1) It is directed into the business knowledge and the manager’s needs, as it helps the organization diagnosing the actions that causes future problems and easing setting goals and associated memory directions day by day, besides helping managers to deal with weak standards and guaranteeing rational that classifies the

resources and supply the corporation with synergetic internal consistency [28].

- 2) The management process in the project of an approach to the feasibility study is based on two primary specifications. They are:(a) visions for the organization that aim to stop the problems facing the organization and the productive units.(b) the foundation to achieving the consumer’s needs and convictions. It is considered a guide to achieving organizational functions and the importance operation to achieve the aims. This corresponds to the text of the second hypothesis and is consistent with the nature of the study problem that mentioned above [9,7].

The dramatic achievement with the purpose of improving the project organization’s results in the practical goals Applying, this approach is considered effective (applying the right things), [29,30] and an answer to the competency and the creativity questions (Do things in the right way) [31]. This Approach’s and considers are the basics that is depended on the selecting the project, of course adopt with the concept kerzner [2], of as clear from model (Fig. 4). Indicates that the idea of strategic analysis should be presented as an important input in the feasibility studies and this is confirmed by the Model.

While, The model Fig. 5 shows the number of such philosophy of this strategic approach.

Professional feasibility study should include in the recommendations a brief description of the strategic orientation of the project that will be derived from the initial strategy of the project in order to maintain a strategic advantage of the project in a competitive economy [32].

- 1) Project definition: It involved identifying the project objectives.

- 2) Environmental analysis: In order to identify opportunities and threats facing the project.
- 3) Competitive situation: it includes identifying opportunities and threats related to the Competition.
- 4) Resources and capabilities: Analysis of resources and capabilities combined with analysis of the competitive position allows to determine the strengths and weaknesses.
- 5) Analysis of past performance: It is the best guide for the specifications of the present project.

There are four "Strategic Thrusts" that must be considered before the project management turn the project into a sustained competitive advantage.

The strategic thrusts must be identified during the project management methodology is being designed and developed, not later .strategic Thrusts [2].

- 1) The first strategic thrust is the core values/purpose which is the heart of the company and the basic reason for existence, it includes the vision and mission of the company
- 2) The second strategic thrust is the strategic focus: it identifies:
  - Where will the organization compete? (The market and products)
  - The competition and by which strategy the organization will compete like functional strategy, leadership or low cost strategy
- 3) The third strategic thrust is the competitive focus: The differences between your organization and major competitors
- 4) The fourth strategic thrust is synergy: The organizational ability to perform more work in less time and resources like cooperation between employees, or integration of business processes.

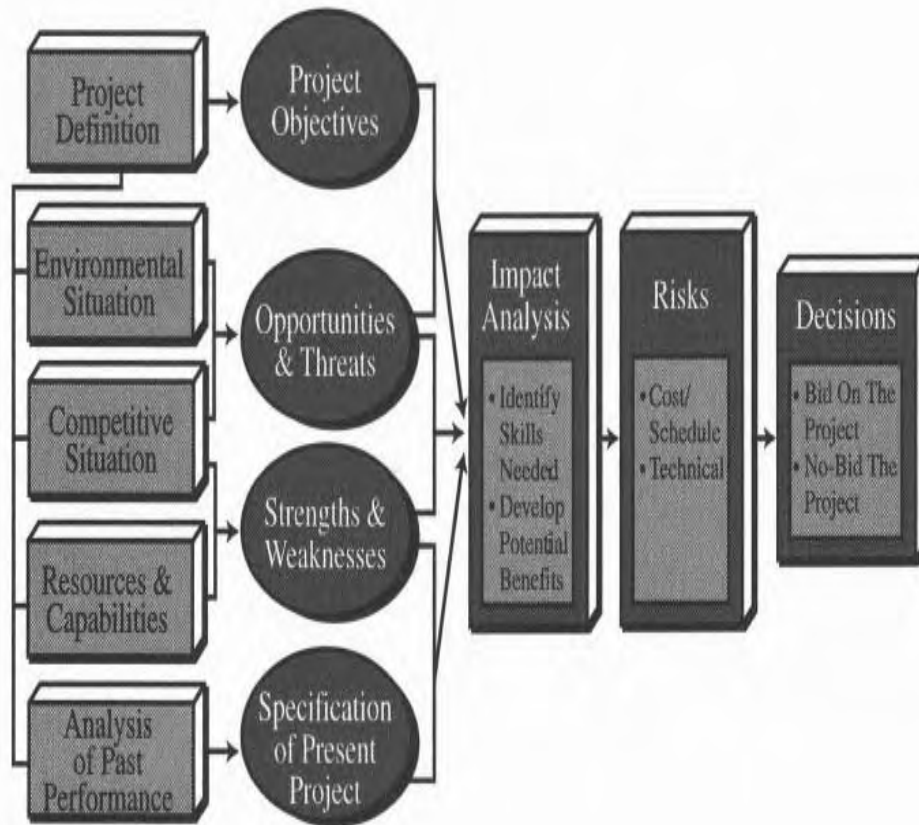
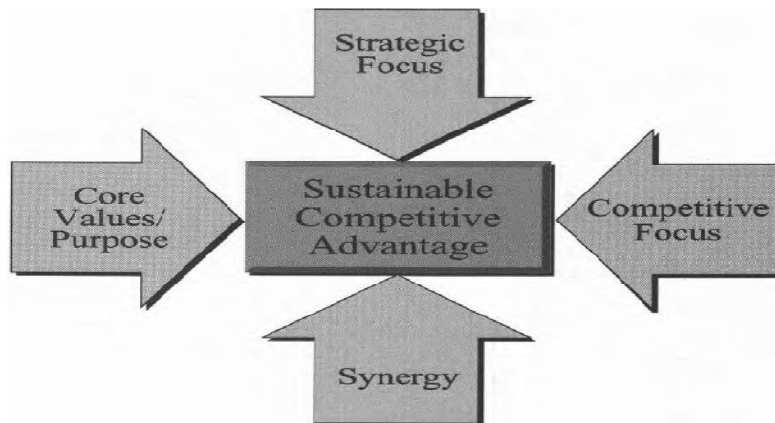


Fig. 4. Strategic thrusts



**Fig. 5. Strategic approach in the feasibility study**

Finally, the previous ideas in the two models, add to what is stated through literature, Refers to the importance of strategic thinking in the development of the feasibility study in projects management filed.

This is another proof of the importance of the relationship and impact between this two sides (project management and strategic management) Which proves the validity of the hypothesis mentioned in the methodology of this study It also indicates the importance of the study, title and methodology.

## 9. CONCLUSION

This study reached a number of theoretical and analytical conclusions, some of which can be explained as follows:

1. The main goal of this article is to present project of an approach to the feasibility study aims to teach and introduce the concepts to the top administration to achieve a method that discovers that there are relationship cooperation to feasibility study within the corporate strategic of the organization.
2. The business feasibility study is used to support the decision making process by providing analytical tool that includes recommendations and limitations to assist the decision-makers to determine if the project concept is viable or not.
3. The study relied on literature in the field of feasibility studies and the relationship of this to the ideas of stereotypical thought ,Thus, this study proved by extrapolating the credibility of the hypothesis

4. Feasibility study is prepared under the umbrella of environmental analysis of the project to identify risks in both internal and external environment.
5. This study considered a very important subject ,it is a bold study that for the first time presents the nature of an interaction relationship between two fields in business management (project management and projects management), the study found, in theory, an effect relationship between feasibility studies and strategic thinking.
6. The concept of the (Espoused Theory), Which is based on some of this study ideas, was the reason to reaching to importance conclusion is theoretically confirms the reality of the hypothesis mentioned in this study, that "There is a relationship and impact between strategic approach and feasibility studies in strategic project management".
7. So Feasibility study aims to evaluate project among alternatives, evaluate a new project or evaluate projects under developing and expanding, it helps decision makers to make a right decision to prevent wasting time, costs, and efforts and to prevent risks

## COMPETING INTERESTS

Author has declared that no competing interests exist.

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