ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE MA PROGRAM IN PROJECT MANAGEMENT

THE ROLE OF PROJECT MANAGEMENT OFFICE IN PROJECT SUCCESS: IN THE CASE OF COMMERCIAL BANK OF ETHIOPIA

By: Teshale Alemayehu

A Project Submitted to Addis Ababa University School of Commerce in Partial Fulfillment of the Requirement for the Master of Arts Degree in Project Management

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By—Teshale Alemayehu Ayitenfisu(GSE/9843/10)

Approved By: Board of Examiners

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External Examiner	Signature	Date

Declaration of Candidate

I, hereby declare that the research entitled ‘The Role of Project Management Office in Project Success: In case of Commercial Bank of Ethiopia’ is my original work. Moreover, this study has not been presented for any other program or university and that all sources of material used have been acknowledged accordingly.

Declared by:

Name: **Teshale Alemayehu**

Date: _____

Signature: _____

Letter of Certification

This is to certify that Teshale Alemayehu has carried out this project work entitled: “The Role of Project Management Office in Project Success: In case of Commercial Bank of Ethiopia” under my supervision. This work is original in nature and it is sufficient for submission as the partial fulfillment for the award degree in Masters of art in project management.

Birhanu Denu(PhD _____ _____

Advisor **Signature** **Date**

Acknowledgment

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THANK YOU!!!

Teshale Alemayehu

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List of Acronyms

APM: - Association of Project Management

ATM:-Automated Teller Machine

BA:-Business Analysts

CBE:-Commercial Bank of Ethiopia

EPMO:-Enterprise Project Management office

ERP:-Enterprise Resource Planning

HR:-Human Resource

IFB:-Interest Free Banking

IT:-Information Technology

NBE:-National Bank of Ethiopia

PMI:-Project Management Institute

PMI:-Project Management Institute

PMO:-Project Management Office

PM:-Project Management (PM)

PSO:-Project Support Office

SOW:-Statement of Work

SPSS:-Statistical Package for Social Sciences

VIF:-Variance Inflation Factor

WBS:-Work Breakdown Structure

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Abstract

Project management office is widely claimed to be a critical success factor responsible for Project success. The objective of this study was to identify those project management office role dimension that have the greatest effect on project success and to investigate whether these dimensions are actually in place on study organization Projects. Thirty four (34) projects was selected as the unit of study. Though the Project Success assessment survey questionnaire and Project Management office role questionnaires, linear regression analysis (N=64) were conducted. The findings of this quantitative study supported the research hypotheses and demonstrated that; a significant, positive relationship does exist between "Monitoring and control of project Performance", "development of project management methodologies and competencies" and "strategy management" with Project success. In contrast Insignificant and negative relationship exist between "multi-project management" and "organizational learning" with Project success respectively. This study identified a cause-and-effect relationship of Project Management office role dimensions and project success. The findings do imply that project success might be improved by improving project management office role on three significant dimensions.

Key words: Project Management office, Project Success, Project management, PMO role

CHAPTER ONE

1. Introduction

This chapter presents the introductory part of the study. It attempts to highlight the background of the study, statement of the problem, research questions and objectives, significance of the study, delimitation of the study, limitation of the study and operational definitions of terms used. It then presents summary of the other chapters that make up the thesis report.

1.1 Background of the Study

Rapid developments and increased globalization in today's dynamic world are placing enormous demands on new markets, new products, and new expertise. This leads to growing project complexity, substantial capital investment, widely dispersed project participants, rigorous quality standards, rising costs, environmental shocks, greater stakeholder power, and progress in ICT (Luis , et al., 2018).

Through the application and integration of the project management process of initiation, planning, executing, monitoring, and controlling activity, as well as motivating are what typically the most expensive resources for proper project management practice that positively influences project success by considering cultural, structural, practical, and personal factors. On the other hand, the traditional project management technique does not appear to be a sufficient condition for project success (Ben, 2021). According to (Akewushola, et al., 2012), a good project management is required to reflect good orientation, non-repetitive activity, and a specific assessment method to measure output/performance.

Project Management Office (PMO) is defined as “a management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques” (PMI, 2013). PMO covers all issues that influence project performance including people (the stakeholders, the project team), process (the methodologies and practices) and tools (Hill, 2008). The main goal of PMO is standardizing the way how projects are managed by applying the methods, policies and processes of project management and thereby reduce the risk of failure. PMO, through time, will become the foundation for documentation guidance to the management and implementation of projects within the implementing organization (Taylor, 2011).

While project management has been researched in depth over the last few decades, many projects' performance and/or achievement were not sufficient in terms of meeting project objectives within the anticipated duration and/or budget, which could result in project failure. As per the (PMI Pulse of the Profession , 2018) in the year 2018, 70% of projects attained their original goals or business objectives where as 30% project failure has been recorded. While approximately 60% were completed within the original budget and 40% of projects resulted cost overrun.

In an attempt to improve project performance and completion of their business projects, many organizations are therefore turning to introducing and adopting innovative management solutions. In this effort Project Management Office (PMO), which is a new integrated organizational entity, has increasingly introduced by many organizations that deliver products and services in a temporary or permanent organizational structure form. The PMO emerged as a new concept of project management (PM) practices and also a business strategy to support innovatively the execution of the organization's business plans by integrating managerial and operational activities (Hobbs & Aubry, 2010).

According to (John & Daniel, 2013), the number of PMO being formed project based organization and non-project based organizations (which carry out projects side by side with their traditional activities) is growing, suggesting that organizations believe that these are the effective means of addressing the challenges of the growing number and complexity of projects. Commercial Bank of Ethiopia is one the largest financial institution that performs commercial banking activities in addition it runs various ICT related projects that facilitates its ongoing operation which is managed by Program Management Office of the bank.

The project manager or project management office (PMO) needs to develop and implement standard project monitoring and controlling process, method and activities for effective and successful project outcome. The main aim of this research is to investigate the role of project management office (PMO on project success in commercial bank of Ethiopia.

1.2 Background of the Organization

The history of the Commercial Bank of Ethiopia (CBE) dates back to the establishment of the State Bank of Ethiopia in 1942. CBE was legally established as a share company in 1963. In 1974, CBE merged with the privately owned Addis Ababa Bank. Since then, it has been playing significant roles in the development of the country. Currently CBE has more than 27.5 million account

holders. As of December 31, 2020, the number of mobile and internet banking users has surpassed 4.6 million. More than 6.4 million people hold active ATM cards. (Commercial Bank of Ethiopia, 2021). The Bank has played an important part in the country's economic growth and development by providing funds in the form of loans. CBE was one of the first banks in Ethiopia to introduce and extend financial services. The bank is currently the sole commercial bank owned by the government. It has the highest capital position, employee number, and branch number of every other commercial bank in the country. As at June 30/2019, CBE had: 1444 branches; a total deposit of Birr 541.2 Billion; a total outstanding loan of Birr 575 billion; a total asset of Birr 712 billion; more than 38,000 permanent and more than 22,000 contractual employees. Commercial Bank of Ethiopia Company Profile Available at: (Commercial Bank of Ethiopia, 2021).

As a financial institution, the Bank mainly engages in providing the traditional banking services including accepting deposits; providing short, medium and long term loans; buying and selling foreign exchanges; buying and selling negotiable instruments and securities issued by the government, private organizations or any other natural and legal persons. (Ibid)

The banking sector by nature exhibits intense competition. Commercial Bank of Ethiopia (CBE) competes with 16 private commercial banks. The intense competition among commercial banks will get fierce in the future as there are more than 20 commercial banks get license from national bank of Ethiopia to enter in the banking business (NBE, 2021). The bank holds a vision of becoming a world-class commercial bank by the year 2025. To realize its vision and to stay competitive, CBE developed a strategy to provide quality service, diversified banking products, convenience (service accessibility) and competitive pricing. One of the tools that the bank opts to use for translating the strategy in to action is Information Technology (IT). The bank currently undertakes various IT projects through its Program Management Office. In addition to it projects, the bank is constructing skyscraper Headquarters at the center of Addis Ababa.

1.3 Statement of the Problem

A project has normally two ends: success or failure. Managing successful IT projects has become a significant factor in banking industry success and investment in project management is integral to that success. Consequently, many organizations struggle to achieve success with majority of their IT projects. Too many IT projects are not completed on schedule, on budget, and within scope, resulting in cost overruns, and missed business opportunities (Standish Group, 2013). In

2012 the Standish Group, publishers of the CHAOS studies provided global view of project statistics of which 60% of the projects from US, 25% from Europe, 15% the rest of the world and reported that 43% of IT projects were late, over budget and / or with less than the required scope; and 18% were cancelled prior to completion or delivered and never used (The Standish Group, 2010).

A number of researchers have identified the need to further investigate the PMO-specific role and contribution to organizational project performance. Among which (Bernheim, 2012) found that a direct correlation between PMO existence (within the organization) and the successful delivery of projects (within the organization). In contrast, (John & Daniel, 2013) found out that PMO has no effect on the overall success rates of information systems projects. While some research results suggest that the effect of project management on project success is inconclusive. From various findings one can infer that non-existence of PMO is likely to have a negative impact on the confidence of organizations to invest significant resources in establishing PMO's.

Similarly (Francis, 2015) conducted a study to explore the influence of Project Management Office (PMO) on IT projects success in the Tanzanian banking sector using National Microfinance Bank (NMB PLC) as case study. It used exploratory study and collected data through semi-structured interviews and questionnaires from 30 respondents from project managers of PMO department of the bank. The result of the study reveals that PMO has greater influence on IT project success and there is a mixture of IT project management practices within the bank depending on the nature of the IT project, and perceived IT project success not only based on meeting the triple constraints (time, cost, scope) but also terms of set objectives such as banking operations improvement.

In Ethiopia context the researcher did not find any literature conducted on the role of PMO in project success. The among the closest studies on the topic is a study by (Henok, 2019)which aims to investigate the effect of top management support on information system project success in case of commercial bank of Ethiopia by employing quantitative research method. The result of the study shows a cause-and-effect relationship of top management support dimensions and information system project success and suggests that information system project success might be improved by improving top management support on three significant dimensions.

A study conducted by (Alem, 2017) with the aim of studying the project management office role and type in Ethio-telecom. To achieve the objectives the study, the researcher employed mixed

approaches research methodology and utilized semi-structured interview questions and questionnaires. The outcomes of this the study reveals that Ethio-telecom needs significant modifications and designs to its project management office and its roles and type were contradicted with the concept of program/project management office.

In similar vein, (Desalegn, 2018) assessed the type and roles of PMO in Dashen Bank by employing descriptive approach research methodology and questionnaires. The outcomes of this research show that PMO office is supportive, controlling and directive type as needed by the organization with good flexibility and recommended that PMO in Dashen bank needs significant improvement on recruiting and assigning staffs to its project management office and sentiment existing roles and type with little improvement to have more benefit from the concept of program/project management office.

Besides the best of researcher knowledge, no study had been conducted on the role of PMO on projects success in Ethiopian banking industry. As a result there is very little knowledge about the role of PMO on the success of projects. Hence there was a knowledge gap in this area and it was the objective of the proposed study to fill that gap by focusing on Commercial Bank of Ethiopia as a case study.

1.4 Objective of the Study

1.4.1 General Objective

The general objective of the study is to examine the role of project management office on projects success in the Commercial Bank of Ethiopia.

1.4.2 Specific Objectives

- Investigating the relationship of project management office roles and projects Success.
- Identifying significant project management office roles for projects success.
- To identify the success and failure factors projects in CBE.
- To assess an extent PMO has influenced projects success at CBE

1.5 Research Hypothesis

Given the research was conducted using a quantitative manner, assumptions related to the main question of the research were created, which will be accepted or rejected in the based on the findings.

Null Hypothesis (H0): PMO has no positive relationship with project success.

Alternative Hypothesis (H1): PMO has positive effect with project success.

Similarly, the assumptions associated to the specific objectives of the research are as follows:

- Monitoring and controlling project performance role has a positive effect on project success.
- Development of project management competencies and methodologies role has a positive effect project success.
- Multi-project management role has a positive effect project success.
- Strategic management role has a positive effect on project success.
- Organizational learning role has a positive effect and project success

1.6 Scope of the Study

The focus of this study is exploring the role of the PMO in the Commercial Bank of Ethiopia. There are more than 16 private commercial banks operating in Ethiopia may have established a PMO to manage their different projects. However, the PMO of private commercial banks is out of the scope of this study, as a result CBE was selected due to its huge financial position and for its engagement in various hardware and software projects. Geographically, the study was limited to projects in the Addis Ababa area due to a shortage of time and resources. Even though the role PMO on project success can be measured by different parameters, these study delimited to PMO role of monitoring and controlling, development of project management methodologies and competencies, multi project management, strategic management and organization learning.

1.7 Significance of the Study

It is hoped that the lessons to be drawn from the PMO role on project success would help to take

Practical solutions to the existing problems and gaps in a sustainable manner for proper management of projects. This study helps to fill the gap by examining the practices PMO role at CBE, to add to the body of knowledge in assisting managers and executives in organizations to have clear insight in the relationship between PMO and project success to make informed decision for future planning to improve future of the organization. In addition, the study forms a basis for future research on the use of PMO to effectively manage projects.

1.8 Limitations of the Study

This study faced limitations that should be addressed in future research. First, because the study employed cross-sectional data, a conclusive cause-and-effect link cannot be derived from the findings and it was only the causality can be determined using data collected at various periods in time. The second limitation is the difficulty in generalizing the findings because the investigation was limited to the context of bank project. As a result, one could disagree about the relevance of the study's conclusions outside of the banking sector and matrix organizational structure. Finally, the research was limited to the role of the PMO at CBE, limiting the generalizability of the findings to other industry.

1.9 Definition of Terms

Project: A temporary created activity, which purposely undertaken to produce a unique product, service, or result (PMI, 2013)

Project Management: The application of appropriate knowledge, skills, tools, and techniques to various project-related activities to meet the requirements of the project execution and implementation (PMI, 2013)

A project management office (PMO): is an organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques (PMI, 2013)

Project success can be defined as the projects' efficiency, impact on the customer, business and direct success, and preparation for the future (Shenhar, et al., 2001)

1.10 Layout of the Research Paper

This study has five chapters. The first chapter of the research contains the introductory part and statement of the problem, objective of the study, significance of the study limitation and delimitation of the study. On the second chapter, review related literature to the study topic discussed the theoretical, empirical as well as conceptual frame work presented. The methodology used in the study is discussed in Chapter three, which includes the research design, research approach, sample size, data source and collection method, data gathering procedure, and data analysis method. Chapter five of the study contains a summary, conclusion, and suggestions that summarize the research and analysis effort.

CHAPTER TWO

2 Literature Review

This chapter presents a review of literature relevant to the study. It covers (i) conceptual definitions, (ii) theoretical literature review, (iii) empirical literature review, and (iv) conceptual framework. All in all this section attempts to review different empirical and theoretical literatures related to the topic.

2.1 Conceptual Definitions

2.1.1 Project, Program and Portfolio

Before starting to define and explain about the project management office, it is very useful to define the terms project and project management. Several literatures utilize the meaning provided by Project Management Institute (PMI) to define project. Project Management Institute (PMI) is the world's leading professional association for a growing community of millions of project professionals worldwide founded in 1969.it offers globally recognized standards, certifications, online courses, thought leadership, tools, digital publications, and communities. (PMI, 2021)

According to (PMI, 2013), project is defined as *"a temporary endeavor undertaken to create a unique product, service or result."* it is temporary in the sense that it has a definite start and end date, as well as a defined scope and resources. And a project is not a routine operation meaning it is unique (Ibid). Another commonly used definition of the term is that of the Association of Project Management (APM, 2012) , which describes a project as "a unique, temporary endeavor, undertaken to achieve a specific objective within certain specifications, using appropriate resources".

A Program, on the other hand, is a set of interrelated projects with similar goal(s). The Association of Project Management (APM, 2012) defines a program as "a group of related projects that together achieve a beneficial change of a strategic nature for an organization".

Portfolio is a broader and high-level view of all the projects and programs. It could be every project and programs across the entire company, a division, or a department. The project management institute (PMI, 2013) defines portfolio as "A collection of projects, programs and other work that is grouped together to facilitate the effective management of that work to meet strategic business

objectives.” The projects or programs of the portfolio may not necessarily be interdependent or directly related.

2.1.1.1 Project management

A project in any organization is collaboration work across departments to achieve a single well defined objective. This process of planning, organizing and managing resources that well defined organizational objective is called project management (Prabhu, 2020). According to the (PMI, 2021) project management is defined as “the application of knowledge, skills, tools and techniques to project activities to meet the project requirements”.

The aim of Project management is essentially producing an end-product that will effect some change for the benefit of the organization that instigated the project. Project management is the initiation, planning and control of a range of tasks required to deliver this end product, which could be a physical product, it could be new service or something else like a new way of working (APM, 2021) (PMI, 2021)

Project management has exhibited a remarkable growth in business interest since 1996 largely because of the emergence of many new diverse business applications that can be successfully managed as projects. The new applications for project management include IT implementations, research and development, new product and service development, corporate change management, and software development. This diverse application of project management across sectors necessitates the development of new project management techniques (Hall, 2012). Similarly, research on project management has developed significantly since 1950, making use of disciplines like marketing, strategic management and organization theory, to mention but a few (Therese & Söderlund, 2011). Researchers have recognized project management as an important knowledge field of study due to the vast socioeconomic impact of projects in long-term survival of organizations (Bredillet, 2014). The role of project management in achieving project success is a widely studied topic and the result of the studies show that successful project management techniques will contribute to the achievement of projects success (Ramesh.T, et al., 2018)

2.1.1.2 Project Management Office (PMO)

Overseeing different projects within an organization has progressed from a group of project management staff dedicated to achieve this goal into a project management center, known as the Project Management Office over time (Eric & Stephen, 2016). Due to the difficulty of tailoring its various roles and functions into one fit-for-all organization's usage, it is difficult to find a standard

definition for the term PMO. (Salameh, 2014). However, several literatures commonly use the meaning provided by Project Management Institute (PMI) to define PMO. According to (PMI, 2013), the Project Management Office (PMO) is defined as "a management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques". This entity is responsible for coordinating and managing the organizational projects, integrating the organizational resources within line function (Khalema, et al., 2015)

PMO is referred to by various names interchangeably such as Project Office, Project Support Office, Project Management Office, Program Management Office, Project Management Group, Project Management Center of Excellence, or Directorate of Project Management (Young, 2007).Other authors like (Tjahjana,, et al., 2009) prefers to define PMO as Program Management Office. According to them, Program Management Office (PMO) is a command and control center that not only governs and supports projects from start to finish, but also plays an important role in improving an organization's project management capabilities. This authors' definition of PMO is based on differentiating the meaning of "Project" and "Program". Besides the authors' define Project Office as an administrative function of a project that not only provides key support to the project manager but also liaises with the Program Management Office (PMO) to ensure that its project adopts the most current project management standards implemented by the Program Management Office. Similarly, in the most recent edition of The Standard for Program Management PMI defines the Program Management Office as "The organization responsible for defining and managing the program-related governance process, procedures, templates, etc. supporting individual program management teams by handling administrative functions centrally, or providing dedicated assistance to the program manager" (PMI, 2013). It also clearly identifies that the "role of the program Management Office is to support the program manager".

As it can be understood from the aforementioned definitions, the term Program Management Office and Project Management Office have close similarity and have been utilized in several literatures interchangeably. Therefore, for the purpose of this study the two terms are treated similarly and they will be utilized interchangeably.

2.1.2 Project Success vs. Failure

The topic project success has become the center of recent research study and also dominated past literatures. Project success is defined in the literature as “on time, within budget, and to specification” completion; success of the product produced; or success in meeting the project's business objectives. (Wysocki, 2014). Yet, there seems to be a real ambiguity over the definition of project success and/or failure, which justifies the different measures of success and the evolving nature of the topic.

The traditional view of project failure and success is the golden or iron triangle of project budget, time, and scope. A project that remains within the targeted values of each is deemed a success. A project that goes beyond the planned values is regarded as a failure. Additionally, project success and project failure are not necessarily contradictory notions (Fincham, 2002). Additional factors for project success may be related to the organization's strategy and the delivery of business results.

According to (Hjelmbrekke, et al., 2014) there was a disparity between the project manager's view of success and upper management's view of success. They notice that the project manager is focused on completing the project on time, within budget, and within scope, while top management is focused on realizing the long-term benefits that were the motivation for starting the project in the first place. It's also possible for a project to be successful in terms of scope, schedule, and money but fail in terms of business. Thus, successful projects are those that meet business requirements, are delivered and maintained on schedule, are delivered and maintained within budgets, and deliver the expected business value and return on investment.

With emergency of lean agile concept project success described as generating acceptable business value. As it described by (Wysocki, 2014), traditionally definition of project success which delivering a project within the constraints of time and cost is misused. According to him traditional definition ignores the business value, the client, and organizational satisfaction.

A definition by (PMI, 2013) further classified success definition for project, program and portfolio.

“Project Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.”

“A program’s success is measured by the program’s ability to deliver its intended benefits to an organization, and by the program’s efficiency and effectiveness in delivering those benefits.”

"A Portfolio Success is measured in terms of the aggregate investment performance and benefit realization of the portfolio "

2.2 Theoretical literature review

2.2.1 Types of PMOs

There are many different types of PMOs. According to (PMI, 2013), PMOs can also be classified in to three according to the degree of control and influence they have in projects. These three types of PMOs are:

- **Supportive PMOs:** They provide a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from other projects. PMOs that are supportive have a low level of control and function as project repositories..
- **Controlling PMOs:** They have a moderate degree of control. In addition to the support they give, they check whether there is compliance regarding the use of project management methodologies, use of templates, tools and forms.
- **Directive PMOs:** They have high degree of control. They take control of the projects by directly managing the projects.

Another type of PMO can be obtained by combining the supportive, controlling and directive type PMOs. This type of PMO is called a "blended" approach. (Taylor, 2011) Classified PMOs in to six categories using other perspective called organization perspective as follows:

- **Departmental PMO:** It is a small group that manages very specific projects within its own landscape and resources.
- **Special–Purpose PMO:** This is a PMO that was created for a specific reason or requirement. It may be customized for a single project or a group of projects, which was important to the company's success while it experienced a significant technological transformation. The special-purpose PMO can be focused on IT and/or business and can be departmental or enterprise-wide. It will, however, be created only for a special purpose and will, most likely, cease to exist once that purpose has been completed.
- **Outreaching (Supplier) PMO:** This is a PMO which oversee project methodology & practice and standards for a community of project managers dealing with projects inside customer organizations – deploying solutions developed by their own company as a supplier to these external customers.

- **Customer (External) PMO:** In addition to providing the service provided by PMOs, External (Customer) PMO also offer guidance and governance to these external customers on setting up and running their own PMOs.
- **Internal Enterprise PMO:** This is a PMO established at corporate level to ensure that projects proceed based on their strategic alignment to the key business objectives of that organization.
- **External Enterprise PMO:** It is the extension of outreaching PMO. It is a PMO which gain a strategic position within its organization and offers to external customers a consistent project delivery and service model across the world.

2.2.2 Rationale for Establishing PMO

(Wysocki, 2014) Identified four reasons why an organization would choose to establish project management office (PMO). They are as follows:

i. **Complexity:** - an increase number and complexity of projects within portfolio forces an organization to adopt formal approach of managing the volume and diversity of projects. To fix the problem, the organization formulates the procedures that are followed for initiating, proposing, approving, and managing projects.

ii. **Need of Qualified Managers**: - as the volume and complexity of work increases, managing projects necessitates the use of qualified project management personnel. Those who want to be project managers must be identified and trained. Those who are already project managers will need further training in order to effectively manage the increased project complexity. The PSO should serves as a repository for the organization's skills inventory of current and aspiring project managers. Because managers who utilize the PSO are familiar with the types and complexity of current and upcoming projects, the PSO is best equipped to identify project managers' and their teams' training needs. The HR department is the most important beneficiary of the information.

iii. **Standards and practices**: Inefficiencies and productivity are harmed when there are no standards or procedures in place. The fact that, projects are failing at an increasing rate attests to this. The PSO can have a positive impact on efficiency and productivity by establishing and enforcing standards and practices.

iv. **Resource management**: The complexity and number of initiatives has expanded, putting a larger strain on resources. It's no secret that a lack of qualified information technology (IT) personnel has become a roadblock to project success. A similar argument can be made for the need for more and more qualified business analysts (BAs). The PMO can maintain the correct balance through training by paying attention to the demand for skilled project teams and the inventory of trained team members. In terms of training, this necessitates tight collaboration between the PSO and HR.

A study by (Seweryn , 2012) on 444 geographically dispersed PMO in 5 continent categorized need from low to high based on relevance to the operations in multi-project environment. According to the study, there are eight key reasons for creating PMO, ranging from modest to high.

- program/projects efficiency need;
- Setting up and enforcing standards/methodology/templates
- Reporting need (gathering data on project status)
- Support project planning activities (e.g., resources, risk etc.)
- Project/programmer portfolio management (prioritization of the projects)
- Setting up and enforcing PM tools and techniques
- Handling the costs of running projects
- Data repository need (access to the historical data obtained and lessons learned)

2.2.3 Role and functions of PMO

While reviewing different literatures on the role and functions of PMO, there is disparity on understanding of role of PMO.

Study by (Barbara , et al., 2012) using quantitative analysis on 278 PPMOs identified coordinating, controlling and supporting identified as three distinctive role of PMO. The coordinating role, which handles resource allocation to projects across the portfolio, minimizes failure in the allocation process by safeguarding the rapid allocation of resources to targeted recipients. The ***Controlling*** role deals with establishing, updating and providing the information base for decision making on the portfolio. Likewise, delivering corrective measures in support for management o

organization (e.g., project supervision, milestone controlling). The ***supporting*** role of PMO deals providing services to projects/project leaders (e.g., planning, preparing reports, software tools) Cultivating (P) PM standards within the firm, incl. knowledge transfer between parties.

Another study on by (Dawson, et al., 2012) identified Standardization of project management methodology, alignment of projects with organizational strategies, provision for training, mentoring, and consultation and Compilation of project performance metrics as four main functions as major PMO role.

Study on determining the role of project management office in the success of project-based organizations by (Sarmad , et al., 2015) classified the following seven as the main PMO's duties and services.

i. Development and maintenance of methods and standards of project management
ii. Development and maintenance of project history archive
iii. Project's administrative tasks commitment
iv. Assisting in recruiting and deploying the project team
v. Providing project management educating
vi. Advising and guiding project mangers
vii. Management of project portfolio

Organizational structures, political factors, and cultural influences affect the ability to manage multiple activities and resources associated with projects that occur simultaneously. In order to facilitate such management a clear alignment of the project team is essential (Dinsmore & Cabanis, 2010)

Historically the PMO typically assumed a limited number of functions: Project definition and planning; Cost and benefit analysis; Risk management; Monitoring and control; Support in the application of project management processes and procedures; Collection and dissemination of knowledge; Provide skills in project management; Standards and processes (Pellegrinelli & Garagna, 2009). Its current main concerns are project support, consulting and mentoring, methods and standards, software tools, training, and project resource management (human and material) (Crawford, 2010).

(Dai & Wells, 2004) Identified six categories of PMO functions: developing and maintaining project management standards and methods; developing and maintaining project historical archives; providing project administrative help; providing human resource assistance; providing consulting and mentoring on project management area; and providing or arranging project management training.

Even though many studies have put enormous efforts into defining and clarifying the concept of PMO, on the role PMOs; significant and extensive study done by Brain Hobbs(PhD) and Monique Aubry(PhD) on the topic of project management, on its historical development of subject area as well as on the role of PMOs.

Starting from 2004 (Preliminary studies on systematic investigation of 30 PMOs in different organizations and different industries) (Hobbs & Aubry, 2007) conducted a descriptive survey on 500 PMOs across Canada, United States of America, Europe and other areas. The research has formulated two objectives. The first objective is to create a reliable description of the current PMO population. The second objective is to have a deeper knowledge of PMOs, including why they exist in so many different forms and the dynamics that surround their inception, transformation, and implementation in businesses.

The study has been organized into four phases:

- ***Phase1***. Involves description survey of 500 PMOs aimed at providing a realistic portrait of the population of PMOs in organizations (2005).
- ***Phase2***. Aimed on development of conceptual framework further studies (2006).
- ***Phase3***. Aimed at understanding the dynamics surrounding PMOs in their organizational context (2006).
- ***Phase4***. A confirmatory study to validate the understanding that will emerge from the previous two years work and modification of the model produced in phase 2 (2007).

Up on extensive research they developed a 27 PMO functions and later on by using factor analysis they grouped them in to five areas, as a main functions and roles. PMO functions and roles generated from their global survey arranged into five major groups, as follows:

i. **Monitor, Control and report on running projects:** Reporting the status and stages of the running projects to top management. The reporting covers tasks related to the

monitoring and controlling function. It provides also administrative tools and advisory f support to enhance the efforts to the organization to manage its own projects.

ii. **Project management excellence:** The incorporation of innovative approaches and tools in managing the different phases of the project, the program, and the portfolio is intended to make sure that the implementation of project management is consistent and sustainable for the sake of delivering a successful project.

iii. **Develop project management competency and methodology:** The various stages of the project execution generate many new experiences and much professional knowledge, which could be further used to develop the existing project management methodologies and standards for improving the capability of the organization in the field of project management activities, and also in exchanging and sharing technical information with other projects in the organization or between it and similar organizations.

iv. **Strategic alignment & benefits achievement:** Modifying the processes of the decision making of the senior project managers to ensure that the running projects are strategically aligned to the strategic goals and plans of the organization. In this regard, the purpose of such strategic alignment is to achieve the most benefits that can be expected from the project outcomes.

v. **Organizational learning and culture:** Since the project is considered a production of professional information and experience, the organization will build up a specific culture, and will develop and disseminate a typical learning pattern, which becomes one of the organization's characteristics.

(Hobbs & Aubry, 2007) Developed a PMO standard model using 500 descriptions of PMOs generated from a global survey conducted in 2005. They proposed that the PMO entity be described as a set of characteristics and functions. The set of characteristics were further grouped under three headings: i) organizational context, ii) PMO descriptions and iii) PMO performance

2.3 Empirical Review

An empirical study by (Umar & Margaret , 2013) conducted on Saudi Arabia by intended to know the use of a project management office in IT projects finds that there is no PMO variable that statistically affects the time and cost of an IT project, although 42.9% of the sample in

organizations that established a PMO claimed that it can reduce the number of challenged IT projects.

Another research by (Amna , 2018) in Saudi Arabia employing exploratory research approach and using a qualitative research method through structured interviews find out that there is a positive relationship between the formation of a PMO and enhancement of project success. While the study point out that governance structure of PMO should exist in well-structured manner in organization.

Study by (Antonio , et al., 2018) through structured Survey in Swiss companies found out that; presence of project management culture in organization make a difference in terms of project's "success achievement and to the overall strategic management, resolving the very common lack of leadership and lack of clear business objective understanding." (Ernest & Young, 2018) Reported the same conclusions, showing that companies having a project office in place, regardless of the tasks and responsibilities of the PMO, show better results in terms of project performance**.**

(Shenhar, et al., 2001) adopted multidimensional and multi-observational framework to measure five dimensions of 'project success' that include project efficiency, impact on customer, impact on team, direct organizational and business success, and preparing for the future:

- **Project Efficiency:** measures the performance of budget, schedule, and other project efficiencies. This dimension evaluates the completion of the project on time and within budget representing short-term measure.
- **Impact on customers:** it measures functional requirements, technical specifications, the satisfaction level of customer, the extent of customer using the product, and the extent of customer loyalty. It symbolizes the key stakeholder whose acuity is significant for evaluation of project success and it noticeably states that how the project results improve the customer's satisfaction or business and how it addresses the customer's need.
- **Impact on the Team:** this measures the indirect investment made by the organization for development of team members, the level of growth and learning achieved by the team, newly acquired skills by the team members, and new management and professional capabilities attained by the team. It assesses the collective impact of team satisfaction, morale, overall team loyalty with organization and team member retention after the completion of the project.
- **Business and Direct Organizational Success:** measure immediate and direct impact on the organization in terms of income, sales levels, profits, cash flow as well as other financial actions in

the business context. In some cases, this dimension is reflected through a typical business plan which sketch expected growth, profit and sales in the future, from the resultant product.

- **Preparing for the future:** addresses the long-term benefits and shows that how new opportunities are generated and how well the project supports the organization to develop its infrastructure for the future. The measures of preparing for the future may contain creating a new product line, creating a new market, or a new technology development, whereas future infrastructure may comprise on organizational competencies, new organizational processes and additional technological competencies.

2.3.1 PMO Vs Project Success

Number of researches has been conducted to find out the relationship between project success and PMOs around the world. (Milin, et al., 2012) For instance, establishing a PMO in a company can improve project management effectiveness by allowing knowledge gathering from prior projects, boosting the use of successful project management practices on present projects, and ultimately leading to project success. In similar vein, (Maylor, 2010) argue that the PMO should provide the tools and techniques required to improve overall organizational performance through successful project delivery. Moreover, (Santos & Varajão, 2015) believe that organizations that implement a PMO will gain numerous advantages in the long term. The advantage of implementing PMO includes:

- Proactive project risks/issues management
- Clear evaluations in terms of time and budget
- Enhanced effectiveness and efficiency in project management
- Enhanced quality output(s)
- Increased percentage of success of project activities
- better coordination and control of tasks and resources
- availability and circulation of information
- creation of data-clearing house of information and project best-practices
- implementation of project management competencies and know-how within the organization
- Increasing of transparency due to information sharing
- Increased predisposition to change and innovation

- Identification of synergies between activities and projects gaps fulfillment especially during feasibility analysis due to increased attention and awareness
- Better definition of project priority and possibility of negotiations in order to manage urgencies

The (PMI Pulse of the Profession , 2018) reveals that project managers believe that PMOs assist to increase the success rate of projects and reduce the number of failed projects. (Weaver, 2005) Conducted research on effective project governance and found out that organizations with mature PMOs have a project success rate of 98%, while organizations with newly established PMOs have a project success rate of 53%. Similarly, organizations without PMOs at all have a project success rate of less than 50%. Another study by (Jerbrant, 2013) has also revealed that a PMO can enhance the number of successful projects in an organization, as well as regulate the performance of its individual projects.

(Amna , 2018)Examined the Effect of PMO and its attributes on project success by critically reviewing the existing literatures and utilizing empirical data to gain an understanding of the relationship between the roles and attributes of PMOs and their impact upon the successful delivery of projects. To meet its objective, the study employed exploratory and a qualitative research method through structured interviews. The finding of the study shows that there is a positive relationship between the establishment of a PMO and enhancement of project success.

(Kelly, 2014)Studied the cause that lead to the £1.5 billion Capital shortfall at the Co-operative Bank in the UK where a six year IT "re-platforming" project was cancelled. The study identified concerns over clarity of project scope, the definition of the target operating model, the development of implementation project plans, the organization of the project management office, allocation of accountabilities and supplier management. The author suggests that weak project management office governance was a major cause of the capital shortfall at the Co-operative Bank in the UK.

(Sukhoo, et al., 2004) Suggest that project management concepts, especially those of western origins, may not be universally applicable, as developing countries have to constantly face a shortage of skilled staff, difficult economic and social conditions, weak political institutions, as well as deeply rooted cultural and religious beliefs. Therefore, there is need to encourage the emergency of project management methodologies of a certain indigenous nature, which can cope with the actual status of developing countries.

Various organizations have different working practices that depend on their culture and nature of business (Kibework, 2015) . The organizational culture of banking industries differs from the culture of other organizations. Hence, it is very important to examine the role of Project Management office in project success with reference to Commercial Bank of Ethiopia. Thus, these research works consider specific peculiarities of the environment in which the studies were conducted.

2.3.2 Relationship between project success and PMO Dimensions

The structure of Project management office developed by (Hobbs & Aubry, 2007) identified five key dimensions that any project management office needs to address as prime role. Consequently, these dimensions were identified by (Hobbs & Aubry, 2007), used as measurement of project management office role and to investigate its impact on project success. The dimensions of project management office role are:

2.3.2.1 Monitoring and Controlling Performance (MCP) vs project Success

Most people think that monitor and control a project is simply reading reports sent by the project team, but it involves a walk around and personally, validating the progress of project work with the report.

As it described by (Farzana & Ashly , 2013) monitoring and controlling process have recently become a requirement for project success. A successful project is required to have the best project monitoring and controlling practice to manage and control the progress of the project. Project management is the application of knowledge skills, tools, and techniques to project activities. Projects generally fail as a result of poor planning, constant changes in the scope and consequently deadline and budget, as well as the lack of monitoring and controlling practice.

Research by (Ernest, et al., 2019) which aims to find monitoring and evaluation practices of the Ghana construction industry, has found that monitoring and evaluation be a major management function for ensuring goals set for projects are successfully achieved and that projects meet stakeholder expectations. Projects that have not been properly monitored and evaluated end up not being completed. A quantitatively clear relationship between monitoring and evaluation, and project success has been realized; it is evident that the project success criteria, which include the project scope performance, the health and safety performance, the environmental performance, the

cost performance, and the relationship with stakeholders, are impacted positively by monitoring and evaluation practices.

2.3.2.2 Development of Project Management Competencies and Methodologies vs project Success

According to (PMI, 2013) competence is the skill and capacity required to complete assigned activities within the project constraints. If project team members do not possess the required competencies, performance can be jeopardized. When such mismatches are identified, proactive responses such as training, hiring, schedule changes, or scope changes are initiated. Competence in project management refers to the ability to do tasks within a project context to expected and accepted standards.

According to (Crawford, 2005) the notion is that project managers' competence directly influences project performance and subsequently organizational performance. It has been said that finding the right project manager is the key to project success. Study by (Muhammad , 2018) in Pakistan, with aim of investigating impact of project management competence and complexity in mega engineering projects found a significant positive relationship between two variables.

It is important to note that an existence of "competent" project manager or team alone does not assure project success. A project manager may successfully balance the competing demands of scope, time, cost, quality, resources, and risk, but the project success may be influenced by other factor like; organization's project management maturity and capability. It is just as possible to have a "competent" project manager working within an organization in the early stages of maturing its practices resulting in an unsuccessful project, as it is to have an unsuccessful project resulting from a project manager who is not "competent" working within a mature organization. (Cartwright & Yinger, 2007)

A methodology is a system of practices, techniques, procedures, and rules used by those who work in a discipline (PMI, 2013). Another definition by (Rodolfo, 2021) describes project management methodology as a system of methods, principles, and rules for managing a project it can assist organizations in standardizing processes, developing a common language, and gaining a better grasp of project management. It helps project managers reduce risks, avoid duplication of efforts and ultimately increase the impact of the project. However, (PMI, 2013)guide recommends tailoring of standard methodologies based on the context of organization. Since these standard

documents identify the subset of the project management body of knowledge that is generally recognized as good practice. The term "good practice" does not imply that the knowledge given should be used consistently to all projects. According to (PMI, 2013) methodologies should be developed by experts within the organization, purchased from vendors, obtained from professional associations, or acquired from government agencies. “Sound project management methodologies take into account the unique nature of projects and allow tailoring, to some extent, by the project manager. However, the tailoring that is included in the methodology may still require additional tailoring for a given project” (PMI, 2013)

Survey report by (The Standish Group, 2010) agrees, project methodologies have been developed specifically to help address low success rates using project-related knowledge and availability of project management methodologies improved project success rate by 35%. Research by (Lehtonen & Martinsuo, 2006) has shown that having project methodologies in organizations provide more predictable project success than projects that do not use one.

2.3.2.3 Multi Project Management vs project Success

(Pasconn, 2018) Defines multi-project management is the process of selecting, planning, comprehensive control and monitoring of the entire project landscape of a company or another organizational unit. This function is located in the center of the firm and gives orientation to the project managers in order to keep the company on track and orient them toward common goals.

The new project paradigm introduced new obstacles in terms of functioning in a multi-project environment and the ability of businesses to manage multiple projects at the same time. However, several efforts were made to determine the causes of this embarrassing scenario for the global project sector. Many project-oriented organizations and enterprises are unable to deal with new organizational challenges related to their operations in a multi-project environment, which contributes to the unpredictability. Furthermore, project portfolio management has become much more crucial as a result of the new paradigm that requires several projects to be completed at the same time (Spalek, 2012).

Many different ways have been proposed to enhance the operational efficacy of multi-project management; among these is establishing the organization-specific PMO as an entity of interest (Singh, et al., 2009). A study by (Sarmad , et al., 2015) on 30 Iranian construction found an existence of positive relationship between managing and coordinating multiple projects which are

similarly and continuously under progress within the organization have an impact on project success.

2.3.2.4 Strategic Management Role of PMO vs project Success

As described by (Wysocki, 2014) every project bears dynamic and fluid challenges to the organizations. The Impact of project is both tactical as well as operational, this is evident in the program and portfolio management processes. Managing projects at enterprise level related to aligning projects into the strategic level as well and should be considered to a means of achieving vision through projects and the project management processes.

The PMO serves as the critical link between executive vision and the work of the enterprise. By providing a standard organizational methodology for planning, executing, staffing, prioritizing, and learning from all the projects that comprise today's organization, the PMO gives organizational life a coherence that has long been lacking. (Crawford, 2010)

In Similar tune, (PMI, 2013) argues that Strategic and business management skills of PMOs involve the ability to see the high-level overview of the organization and effectively negotiate and implement decisions and actions that support strategic alignment and innovation. This ability may include a working knowledge of other functions such as finance, marketing, and operations. Developing and applying relevant product and industry expertise may also be part of strategic and business management skills.

Study by (Desouza & Evaristo, 2006) classifies the roles of PMOs into three levels: strategic, tactical and operational. At the strategic level, projects are aligned with the objectives of the organization, growth of the organization and, knowledge management. Strategic management relates to settling strategic priorities, defining business goals and aligning to initiatives, environmental scanning, and opportunity analysis. (Salameh, 2014)

According to (Wysocki, 2014), pointed that a first step in portfolio management is deciding the strategy for the portfolio. That strategy is an investment strategy. That is, how will the enterprise's resources be spread across the portfolio? The organization will have a structure for choosing business opportunities that will be provided in the form of project proposals once this investment strategy is in place. This is a strategic planning phase in which the portfolio manager or portfolio management team decides how to allocate project resources to various general project investment categories. In order to establish portfolio strategy, the author of the book recommends different

tools; Boston Consulting Group Products/Services Matrix ,Project Distribution Matrix, Growth versus Survival Model, Project Investment Categories Model.

“To succeed, managers need to build organizations that are capable of accomplishing their strategic objectives more rapidly than their competitors. This requires that they build organizations to get today's work done more effectively and to anticipate tomorrow's discontinuities. Innovation results from creative ideas successfully implemented. Competitive advantage is as much about execution as it is about strategy.” (Tushman & O'Reilly III, 2002)

2.3.2.5 Organizational Learning role of PMO vs project Success

(PMI, 2013) Defines organizational learning or Lesson learned represents a historical information and lessons learned knowledge repositories and categories it as an organizational knowledge repositories. Moreover, it’s embedded under category of Supporting role of PMO (Availing lessons learned from other previous or current project) (e.g., project records and documents, all project closure information and documentation, information regarding both the results of previous project selection decisions and previous project performance information, and information from risk management activities).

(Rowe & Sikes, 2006) Argues, capturing lessons learned should be an on-going effort throughout the life of the project. This mindset should be strongly encouraged by the project manager from day one. We learn from both project failures and successes, whether we're using lessons gained to prepare for upcoming projects or identifying project management process improvements. We are destined to repeat similar scenarios if we do not learn from project failures.

Research by (Sarmad , et al., 2015) on determining the role of PMO in the success of project based organization in Iran found no relationship between lesson learned and project success at 95% confidence interval. The rationale given by the researcher is that only the implicit knowledge obtained from projects is used as action criterion for the organizations, which moves out of the organization due to the replacement of human resources and the passage of time.

2.4 Conceptual Framework

The present study presents a conceptual framework that explains the focal collaboration of interrelated variables and their interdependencies in executing the strategic plan of a public

organization. The variables in the framework and relations between them are derived from current empirical and theoretical studies of the PMO's roles, integration of variables, and project success. The structure of the proposed conceptual framework for this study is largely based on both (Dai & Wells, 2004)and (Hobbs & Aubry, 2007) whose works define the exclusive roles of the PMO. The conceptual framework includes a dependent variable, "Project success," as well as five independent factors derived from the findings of these studies.

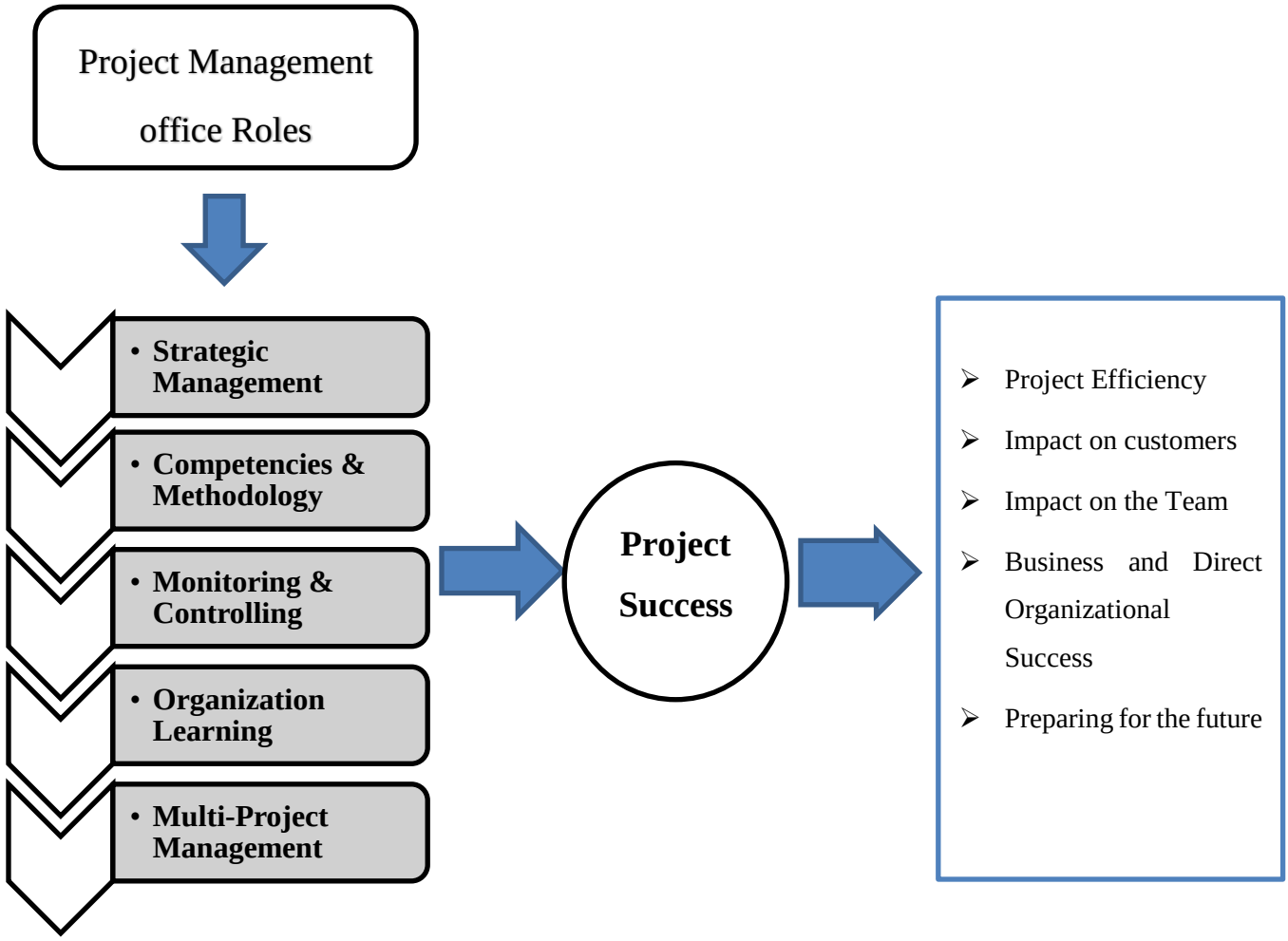


Figure 1 Conceptual Framework

Project Management Office conceptual framework

CHAPTER THREE

3 Research Design and Methodology

3.1 Introduction

This chapter deals with the research design and methodology proposed used in the study. It discusses the source of data, populations and samples of the study, the data collection method, and data analysis technique proposed to be used in the study.

3.2 Research Design

According to (Creswell, 2002), the research design to be adopted depends on the nature of the research problem, personal experiences, and the audiences for whom the researcher seeks to convey own ideas, opinions, and findings by means of scholarly communication. After extensive review of literatures (Hassan, 2011), has classified the research method in to four broad categories. The first one is Quantitative research method which incorporates numerical analysis of the data collected from the topic or entity under investigation. It gives Special emphasis has on the measurement and analysis of causal relationships between the variables concerned between two states that of the population sample of interest and the survey conditions under control. The second is Qualitative research method which is an array of interpretative techniques, which aims to describe, decode, translate, the phenomena taking place in the social world. The third one is Case study approach which can be defined as an empirical inquiry that investigates a contemporary phenomenon in its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. The last is mixed research method which does not generally undertake qualitative and quantitative research at the same time. However, it is possible for a study to be divided into various phases, in which either a qualitative or a quantitative approach is applied.

Since the objective of research was is to investigate role of Project Management Office in Project Success by employing a strategy of inquiry, namely, a questionnaire survey, to collect the required data. However, the descriptive analysis were utilized in order to obtain the mean and standard deviation of the sample.

3.3 Source of Data

There are sources two sources of data: primary and secondary data sources. Primary data refers to all of the gathered data throughout the study that is directly relevant to the study's objective,

including data collected personally as well as data obtained from a third party with a same purpose. Secondary data on the other hand, contains relevant data that has been collected for a different purpose, but from which the conclusion is valuable for the purpose.

The data for the study was gathered from both primary and secondary sources. Through a questionnaire, primary data directly connected to the purpose was collected from PMO personnel. Secondary data was gathered through a theoretical study that included books, research theses, articles, the internet, and annual reports, all of which were indirectly related to the aim.

3.4 Population

The participating organization in the study was Commercial Bank of Ethiopia. Currently, The Program Management Office of Commercial Bank of Ethiopia is managed and lead by one manager having a job title of Director-Project Management Office. Under the Director; there are 6 departments namely Interest Free Banking (IFB) Systems Implementation Project; Training and Rollout; Project Manager; Enterprise Resource Planning (ERP) Implementation Project; Overseas Branch Opening Project; Outsourcing Management; Construction Project and Ethics & Anti-Corruption Office. There are 82 employees that work in the PMO office of the bank. Therefore, the population of the study is 82 PMO employees which are currently working in office including managers.

For the study, all 34 projects under the lead of the project management office of CBE were included. The project under study is at a different stage of project phases. From 34 projects, 19 projects are on the initiation phase (requirement ***specifications and gathering, RFP preparations, bid floating and evaluations done for all them***). Whereas, ***bid awarding and preparation of project charter reached*** 60% and 80% respectively done for all of them.

Four projects are at the stage of the planning phase***; integrated plan*** (budget cost, quality, resource, procurement, scope, risk, stakeholder, communication and knowledge) preparation, and preparation of work breakdown structure ***(WBS)***, *and* ***SOW***(statement of work) 60% and 80% for the projects completed respectively.

Another 3 projects are the execution phase; *acquiring resources* (100%) completed, *execution of the project* (75%), and monitoring and controlling (test and acceptance 80%). The remaining 9 projects are at the stage *of rollouts and closure*. For all projects, the *release of resource and close*

budget transition, formal acceptance, exit & lesson learned, reached 100% and *conducting the final quality review* and *project audit, and close contract, communication & celebrate success* have reached 88%.

Finally due to attainability of cost, time and accessibility of all participants it was decided to take census which in turn increases the accuracy of the conclusion reached by the study.

3.5 Instruments of Data Collection

The primary instrument of data collection were a standard questionnaire developed by Hobbs & Aubry, 2007, which is considered one of the most widely used in measuring PMO role and project success. The structure of the questionnaire was based on the proposed conceptual framework that consists of five independent variables and one dependent variable. This instrument could help to gain rich and usable information, which assists in the analysis and reliability of the gathered information and data.

Regarding procedure of data collection, the distribution and collection of questionnaires to/from the respondents administered by the researcher. The questionnaire was administered to all employees working in PMOs. It is expected some respondents may not fill and return the questionnaire.

3.6 Method of Data Analysis

One of the latest versions of IBM Statistical Package for Social Sciences (SPSS) version 25 software utilized to analyze the data collected through questionnaires.

To meet the stated objective, the study used both descriptive and inferential analysis. In the first part descriptive statistics such frequency of appearance and percentage is used to summarize information (data) about background of respondents. In the second part to analyze variables of the study first descriptive statistics such as mean, standard deviation, as well minimum and maximum values of the variables were computed in order to create general awareness about the variables in the study so that one can compare and contrast different categories of sample units with respect to the desired variables.

Pearson Product Moment Correlation Coefficient could be utilized when one wishes to explore the relationship between two continuous variables (Pallant , 2010). Inferential statistics of Pearson

correlations were utilized to test the relationships among the variables to measures the degree of relationship between the variables.

Regression analysis is a statistical approach to investigating the relationships between a dependent variable and one or more different independent variables. Thus, in this study to assess the effect of independent variables over dependent regression analysis were utilized.

Acceptance and rejection of the hypothesis is made by using ***p values*** with respect to each variables. For the purpose of clarity the specific research model stated hereunder

$$\boldsymbol{Yps = a + MCx + DMCx + MPMx + SMx + OLx + \mathcal{E}}$$

Where:

- Yps =Dependent variable(Project Success)
- MCx = Monitoring and Control
- DMCx=Development of Methodologies and Standard
- MPMx=Multi Project Management
- SMx=Strategic Management
- OLx=Organizational Learning
- Ɛ= Residual (error)

3.7 Ethical Considerations

To maintain high level of ethical and moral integrity the researcher performed the following activities. First, during the course of administering the questionnaire, names and any identifying remarks were not used. The confidentiality of the responses collected was also kept. The data analyzed were based on the responses to the questionnaire and by no means the researcher opinion and input is involved. Hence, any result or meaning arrived is solely based on the data gathered.

CHAPTER FOUR

4 Data Analysis, Discussion and Presentation

This chapter deals with, analysis, discussion and presentation of the data obtained through questionnaire. The results are depicted in the form of figures, tables and also using descriptive and inferential statistical procedures.

The data collected from Enterprise Project Management office (EPMO) of CBE using questionnaires are presented and analyzed in this chapter. This section of the study deals with the statistical testing of hypothesis and interpretation of the result making use of SPSS version 25 software.

As stated in the previous chapters of this paper, questionnaire were designed and distributed to a total of 82 employees of the concerned target population. Accordingly, 64 questionnaires were appropriately filled and returned which gives a 77 % return rate that is assumed to be suitable for further analysis.

The first section of the questionnaire consists of five questions about the respondents' demographic information. It includes information about respondents' gender, age, educational background, year of service, and other personal information. The demographic features of the respondents are shown in the tables and graphs below.

The extent of the project management office's role, as well as the success of the project responsible for testing hypothesis, were discussed in the second and third sections. As a result, a descriptive statistical method was employed to evaluate information on the resonant gender, age, education level, years of service, and present role. These first tests provided the researcher with a sense of familiarity with the data as well as the confidence to proceed with mathematical analytic procedures.

4.1 Demographic profile of respondents

Table 4. 1 Summary of Demography Information

Variables	Category	Frequency	Percent
Gender	Male	*56*	*87.5%*
	Female	*8*	*12.5%*
	Total	***64***	***100.0%***
Age	18-25	4	6%
	26-30	36	56%
	31-35	16	25%
	36-40	4	6%
	Above 40 Years	4	6%
	Total	64	***100.0%***
Educational Level	Degree	30	47%
	MA/MSC	34	53%
	Total	64	***100.0%***
Work Experience	1-5Years	6	9%
	6-10Years	18	28%
	11-15Years	36	56%
	Above 16 Years	4	6%
	Total	64	***100.0%***
Current Position	Project Manager	8	13%
	Technical Team Leader	2	3%
	Business Team Leader	8	13%
	Technical Team Member	24	38%
	Business Team Member and Other	22	34%
	Total	64	***100.0%***

As shown in the above table 4.1, of the respondents 87.5 % (56) were male and the remaining 12.5% (8) were females. With regard to respondents` age category, 36 (56%) of the respondents fall under the age category of 26-30. The next higher groups were 16 (25%) and the remaining group 4 (6%), 4(6%) and 4 (6%) were under the age categories of 18-25, 36-40 and above 40 years respectively.

The above Table demonstrates educational background of the respondents. Accordingly, 34 (53%) of the total respondents were holders of MA/MSC and the rest 30(43%) holders of first degree.

As shown in the above table, the first item in shows the tenure of respondents. Accordingly, 36 (56%) of the respondents have year of service from 11-15 years, followed by 18 (28%) respondents with having length of service from 6-10 years. The remaining 6 (9%) and 4 (6%) respondents belong to groups 1-5 years and above 16 years respectively. Regarding the position of respondents 24 (38%) of them were working as technical personnel and the remaining 22 (34%) fall under the category business team. Only 8(13%) fall under the category of managerial position.

4.2 Reliability and Validity

In order to assure validity of the questionnaire standardized questionnaire developed by Brain Hobbs and Aubry has been utilized. Moreover, the Cronbach alpha was calculated for the scale to determine reliability (internal consistency). It is regarded as a scale reliability indicator. The alpha coefficient for the six items (See Table 4.2) is 0.767, suggesting that the items have relatively high internal consistency. (Note that a reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations).

Table 4. 2 Reliability Statistics

Cronbach's Alpha	N of Items
.767	6

4.3 Role of Project Management office (PMOs)

Participants were asked to provide their opinion regarding the role of project management office as well as its key elements such as; monitoring and controlling project performance, development of project management competencies and methodologies multi-project management, strategic

management, and organizational learning . Lastly, they were asked about the Success of projects due to PMO role. In line with this, participants were asked to indicate the extent to which they agree to the statements given regarding the role of PMO and success of projects. Response were measured using a Likert scale where options ranged from 1 to 5, with 1 representing 'strongly agree', 2= agree, 3= neither agree nor disagree, 4= disagree, and 5= strongly disagree.

PMO Role: the first variable in the questionnaire is looked at the role of '***Monitoring and controlling role of PMO***' for the CBE, the participants worked for. This variable was measured using four questions: (1) Report project status to upper management, (2) Monitor and control project performance, (3) Implement and operate a project information system and (4) Develop and maintain a project scoreboard. Table 4.3 summarizes the descriptive statistics for these questions. Participants response related to the role PMO of Monitoring and Controlling Project Performance in general shows agreement with M=2.2305 and SD=1.05720. The second variable in the questionnaire looked at the role of "***Development of Project Management Competencies and Methodologies***" the dimension measured using (1) Develop and implement a standard methodology, (2) Promote project management within the organization, (3) Develop competency of personnel, including organizing through training and mentoring for project managers, (4) Provide a set of tools without an effort to standardize, and (5) Provide mentoring for project managers. Participants response related to the role in general shows agreement with M=.2.4063 SD=.83112.

The third question in the variable is about PMO role "***Multi-Project Management***". The dimension measured using five questions; (1) Coordinate between projects, (2) Identify, select, and prioritize new projects (3) Manage one or more portfolios (4) Manage one or more programs and (5) Allocate resources between projects. The overall answer of the respondents related to multi-project management role neither agreement nor disagreement (neutral) with mean M=3.4969, SD= 0.59734

The fourth question deals with PMO role of "**Strategic management"**, to assess the role the participants asked the following questions, (1) Provide advice to upper management, (2) Participate in strategic planning, (3) Manage benefits, and (4) Conduct networking and environmental scanning. The overall response of the participants shows agreement with M=2.2266, SD=.64966.

Finally, "**Organizational Learning"** role of PMO assessed using five questions. The overall answer of the respondent shows neutrality of the role, with Mean value of 2.75 and standard deviation of 1.25938

Table 4. 3 PMO role Mean and Standard Devotion

Role of Project Management Office	**N**	**Mean**	**Std. Deviation**
Monitoring and Controlling Project Performance	64	2.2305	1.05720
Development of Project Management Competencies and Methodologies	64	2.4063	.83112
Multi-Project Management	64	3.4969	.59734
Strategic Management Role of PMO	64	2.2266	.64966
Organizational Learning Role of PMO	64	2.7500	1.25938

4.4 Correlation and Regression Analysis

4.4.1 The Relationship between PMO Roles and Project Success

Pearson correlation was calculated to see the relationship between the dependent variable success of project' and the independent variables Monitoring and Controlling of PMO on Project Performance, Development of Project Management Competencies and Methodologies, Multi-Project Management Role of PMO, Strategic Management Role of PMO, and Learning Role of PMO. As can be seen from Table 4.4, all the independent variables showed positive correlation with the dependent variable. In their order of strength of relationship 'monitoring and controlling of project performance' was strongly correlated to satisfaction with Pearson correlation coefficient r (64) = 0.716, p< .01, followed by 'development of project management competencies and methodologies' with r (64) = 0.700, p< .01. Third was 'strategy management' with r (64) = 0.691, p< .01. And multi-project management r (64) =0.173. 'Organizational learning' however had a week positive relationship r (64) = 0.178, p< .01.

Table 4. 4 Correlations

		Monitoring_Control	MultiManagement	StrategyManagement	OrganizationalLearning	ProjectSuccess	MethodologyCompetency
Monitoring_Control	Pearson Correlation	1	.271*	.616**	.292*	.731**	.716**
	Sig. (2-tailed)		.030	.000	.019	.000	.000
	N	64	64	64	64	64	64
MultiManagement	Pearson Correlation	.271*	1	-.002	.262*	.184	.173
	Sig. (2-tailed)	.030		.986	.036	.147	.172
	N	64	64	64	64	64	64
StrategyManagement	Pearson Correlation	.616**	-.002	1	.215	.691**	.584**
	Sig. (2-tailed)	.000	.986		.088	.000	.000
	N	64	64	64	64	64	64
OrganizationalLearning	Pearson Correlation	.292*	.262*	.215	1	.130	.178
	Sig. (2-tailed)	.019	.036	.088		.304	.159
	N	64	64	64	64	64	64
ProjectSuccess	Pearson Correlation	.731**	.184	.691**	.130	1	.700**
	Sig. (2-tailed)	.000	.147	.000	.304		.000
	N	64	64	64	64	64	64
MethodologyCompetency	Pearson Correlation	.716**	.173	.584**	.178	.700**	1
	Sig. (2-tailed)	.000	.172	.000	.159	.000	
	N	64	64	64	64	64	64

4.4.2 The Effect of PMO Roles on Project Success

A standard multiple regression analysis was conducted to evaluate how well the different elements of the PMO roles such as; development of project management methodologies and competencies, multi-project management, monitoring and control, strategy management and organizational learning determined on project success.

Table 4. 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821[a]	.674	.646	.51050

a. Predictors: (Constant), Learning, Multimanagement, Methodology, Monitoring, Strategy

b. Dependent Variable: Success

The model summary table shows the strength of the relationship between the model and the dependent variable. R, the multiple correlation coefficient, is the positive correlation between the observed and model-predicted values of the dependent variable. Its large value indicates a strong relationship. R Square, the coefficient of determination, is the squared value of the multiple correlation coefficient. It shows that 67.4% of the variation in project success is explained by PMO roles keeping other things constant. The adjusted R Square statistic penalizes models with a large number of parameters because it is a "corrected" R Square statistic. The adjusted R square was 0.646, indicating that approximately 64.6% of the variance in success of project rated by participants can be accounted for by the linear PMO role. The remaining 32.6% of a model that does not explain any of the variation in project success due to PMO role.

4.4.3 Testing Hypothesis

Hypothesis Testing is a critical part of the scientific research method, which is a systematic approach to assessing theories through observation. A good theory is one that can make accurate predictions. For an analyst who makes predictions, hypothesis testing is a rigorous way of backing up his prediction with statistical analysis.

The linear regression analysis method was utilized to test research hypotheses. To do regression analysis, the linearity and multi-collinearity requirements were met according to (Hair, et al., 2010) guidelines.

4.4.3.1 PMO role of Monitoring and Controlling Project Performance with Project Success.

Based on significance of each PMO role as interpreted from the generated results of the regression coefficients, the PMO role of monitoring and controlling project performance has positive impact on project success was found to have a t =2.818, β =0.340, p <0.005 ; thus, this predictor was significant and the alternative hypothesis (H1a) was supported.

The study confirms that reporting project status to higher management, monitoring and regulating project performance, implementing and operating a project information system, and developing and maintaining a project scoreboard are all important aspects of the PMO office at CBE.

Thus, a one-unit change in monitoring and controlling project performance results in a 0.276(27.6 percent) unit change in project success in the positive direction holding other variable constant. This signifies that the project monitoring and controlling had a significant impact on the research organization's project success. This variable's statistical significance level is 0.000, with a 95% confidence interval.

4.4.3.2 PMO role of Development of Project Management Competencies and Methodologies and project success

The findings of "development of project management competencies and methodology" had a positive effect on project success. The result also indicates, 0.263(26.3%) increase in project success results from a unit change project management competencies and methodology.

Developing and implementing a standard methodology, promotion of project management within the organization, Development of competency through training and mentoring for project managers, providing a set of tools has positive impact on project success in study organization. However, the regression coefficient of the PMO role of development of project management competencies and methodologies was found to have values of t = 2.286, β = 0.150, and p= 0.026; this means that, this predictor was significant and the null hypothesis (H40) rejected.

4.4.3.3 PMO role of multi-project management and project success

The regression coefficient for the PMO role of the multi project management predictor was found to have values of t = 0.946, β = 0.190, and p >0.05. This predictor is not significant, whereas the alternative hypothesis (H3) is not supported.

Accordingly, as per the participants rating of the PMO role, a one unit increase multi project management rating, would improve the 'Success of project' by 0.111(11.1%). Coordinating activities between projects, identifying, selecting, and prioritizing new projects, manage one or more portfolios, manage one or more programs and Allocation of resources between projects has positive impact on project success in study organization. Given that the result was not significant at $p<0.05$, the null hypothesis accepted.

4.4.3.4 PMO role of strategic management and project success

For hypothesis four, "strategic management" explained 47.2 percent variance project success (standardized β=.190). This finding indicated that "strategic management" dimension has a higher significant effect on project success. Thus, H4 is not rejected. It's worth noting that strategic management roles have been cited as proof of project success. Participants stated that PMO had necessary to provide advice to upper management, participate in strategic planning, manage benefits, and conduct networking and environmental scanning has a substantial impact on the success of information system projects.

4.4.3.5 PMO role of organizational learning and project success

Regarding hypothesis five, "organizational learning" has a negative effect on project success. The respondents' response shows that organizational learning has negative effect on information system project success. Hence, H0 accepted.

The findings also indicate 0.04 decrease in project success with organization learning excluding the other independent. This means, when project change control increase by a level the project success will decrease by around 4 %, keeping other factors constant. Even though, multi-collinearity was absent, the regression coefficient for the PMO role of the organizational learning predictor was found to have values of $t = -.690$, $\beta = -.048$, and $p > 0.05$. This predictor is insignificant and the alternative hypothesis rejected.

Table 4. 6 Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.169	.469		-.360	.720		
	Monitoring_Control	.276	.098	.340	2.818	.007	.387	2.584
	MethodologyCompetency	.263	.115	.255	2.286	.026	.453	2.209
	MultiManagement	.111	.118	.078	.946	.348	.838	1.193
	StrategyManagement	.472	.134	.357	3.511	.001	.543	1.841
	OrganizationalLearning	-.076	.055	-.111	-1.381	.172	.867	1.154

a. Dependent Variable: ProjectSuccess

The multiple linear regression also showed that the independent variables strategy management, monitoring and controlling, development of competencies and methodologies of talent were significant at $p < 0.05$ while multi-project management and organizational learning was not significant at $p < 0.05$.

Project Success = -0.169 + 0.276 (Monitoring) + 0.263(Methodology) + 0.111 (Multimanagement) +0.472(Strategy) - 0.076(Learning)

Accordingly, as per the participants rating, a one unit increase in 'Monitoring and Controlling of project performance' rating, would improve the 'project success' by 0.276. On the other hand, a 1 unit increase in the participants mean rating of their PMO 'Development of Project Management Competencies and Methodologies' could have improved their mean success of a project by 0.263. Similarly, a 1 unit increase in the participants mean rating of their PMO 'Strategy Management' could have improved their mean success of a project by 0.47. This suggests that the overall success of a project could be improved by aforementioned elements of PMO role.

4.4.4 Further on Diagnostic Tests

To test model stability tests such as assumptions of normality, linearity, homoscedasticity, and absence of multicollinearity conducted.

First, the assumption of ***normality*** checked. In order to make valid inferences from the regression, the residuals of the regression should follow a normal distribution. The residuals are simply the

error terms, or the differences between the observed value of the dependent variable and the predicted value. If we examine a normal Predicted Probability (P-P) plot on **(Annex II)** section, we can see that the residuals are normally distributed.

The next assumption of ***homoscedasticity*** checked. As we see scatterplot of the residuals **(Annex II)** ideally, looks like you shot it out of a shotgun—it does not have an obvious pattern, there are points equally distributed above and below zero on the X axis, and to the left and right of zero on the Y axis.

Multicollinearity occurs when independent variables in a regression model are correlated. Because independent variables should be independent, this correlation is a concern. When you fit the model and analyze the findings, a high degree of correlation between variables can present difficulties.

The condition of multicollinearity test using VIF (variance Inflation factor). A variance inflation factor (VIF) provides a measure of multicollinearity among the independent variables in a multiple regression model. A VIF result of regression analysis found between 1to3, there is no correlation between the independent variable and the other variables. Summary of multicollinearity test were presented above on table 4.6.

Linearity means that the predictor variables in the regression have a straight-line relationship with the outcome variable. From Anova table (Annex II) the test for linearity has a significance value (p=0.000) smaller than 0.05, indicating that there is a linear relationship between PMO and Project success.

CHAPTER FIVE

5 Summary, Conclusion and Recommendations

This chapter presents the summaries of the findings, conclusions derived from the analysis and the recommendations that are suggested that will help to improve project success at CBE.

5.1 Summary of Major Findings

The goal of any PMO is to establish a framework that will assist all stakeholders and project teams in increasing the likelihood of a successful delivery. An organization embarks on a project with the goal of achieving a specific result. This necessitates the expenditure of costly resources (people, money, time). If the PMO does not increase the chances of a successful project delivery, it is not doing its job.

- The PMO unit could add the value provided by the regression analysis to its host organization, which was equal to 0.674, based on the potential correlations between independent and dependent variables. This figure indicates that various PMO role can account for 67.4 percent of the organization's project success.
- The PMO role of strategy management gained the coefficient value of (0.472) indicating that it has a considerable impact on project success. This PMO role is responsible for a variety of tasks, such as provide advice to upper management, participate in strategic planning, and benefit management etc.
- The key PMO role of strategy management dimension identified as a prime factor on affecting project success on study organization. Strategy management explained 47.2 percent of project success. The finding also indicated that “monitoring and controlling” dimension has relatively significant effect on project success. Thus, H1 is not rejected. Unlike these two dimensions, “multi-project management” and “organizational learning” has insignificant and negative effect on project success respectively.
- The respondents’ response shows that PMO role of organizational learning has negative effect on project success. Hence, H5 is rejected. Participants pointed out that having archives of previous project, conducting post-project reviews and audits, and implementing and managing database of lessons learned not have positive effect on current project

success. Furthermore, participants of study organization responded that multi-project management have insignificant impact on project success.

5.2 Conclusion

The major objective of this study was to assess the role of commercial bank Ethiopia project management office (PMO) in project success. The survey included 34 projects and 82 participants. However, only 64 people responded and returned their questionnaires, resulting in a response rate of 78 percent. Respondents of various ages, educational backgrounds, and years of experience were polled.

The background of respondents reveals that the bulk of the total respondents (56, or 87.5 percent) are male, while the remaining 8 (12.5 percent) are female. When it comes to age, the majority of responders are between the ages of 26 and 30, indicating that they are mature enough to supply accurate data. The majority of the employee sample group, 34 in total, were MA/MSC holders, accounting for 53 percent of the total employee participants in this study. Also, the majority of respondents have working experience ranging from 11 to 15 years, with a total of 36 representing 56 percent of the employee participants in this study, and 18 (28 percent) of the respondents having experience ranging from six to ten years, and the remaining 6 (9 percent) having working between 1 to 5 years, and 4(6 percent) of respondents have experience spanning more than 16 years in the organization. In terms of current job positions, 38 percent of respondents were in technical team member, 15% were business team members, 13 percent were Project Managers, 13 percent were business team leader, and the remaining 3% were technical team leaders.

The degree of association between the independent (PMO role) and dependent variables (project success) is determined using the correlation analysis result. PMO role of monitoring and controlling project performance, development of project management competencies and methodologies, and strategic management strongly related to project success ($r = 0.731$, $r=0.675$, $r=0.733$ P. value.000) respectively, according to the data. This signifies that stated variables move in the same direction. However, the correlation between PMO role of organizational learning and project success found insignificant($r=0.117$ P value 0.356).

The result of regression analysis demonstrated existence of positive and significant relationship between “monitoring and controlling project performance”, “multi-project management” and

“strategy management” with project success. On other hand, insignificant as well as negative relationship exist between “development of project management competencies and methodologies” and “organizational learning” with project success respectively. The findings show that when project performance is monitored and controlled, resources are used more effectively in a multi-project environment, and projects are aligned with the organization's strategy, the PMO role is more likely to result in better project success. In general, projects that are not managed by a well-established project management office are more likely to fail. Many projects are successful because of good project management. It goes without saying that a well-functioning project management office is an essential component of successful project delivery.

5.3 Recommendation

Based on the findings of the research and the literature, the following recommendations are made:

- Before project planning can begin, each project at CBE should undergo a benefit analysis to determine the expected return and to ensure that the project is in line with the organizational strategy. The PMO should not undertake any project that is incompatible with the organization's strategy.
- PMO roles of monitoring and controlling project performance role further improved through using; a requirements traceability matrix (RTM), control chart (monitors the project’s quality), and reviewing and status meetings to further analyses problems, finding out why something happened.
- PMO roles of development of project management competencies and methodologies can be improved through; using standard templates, developing competency of personnel, through training and mentoring for project managers, and by using of project management software.
- PMO roles of Strategic Management could be improved by employing the following techniques; linking corporate strategy to programs and projects and involving project management office on Strategic Management.
- PMO of the bank must be dynamic, not static, and proactive, rather than reactive. PMO of CBE can achieve this position by aligning projects with organizational strategy, engaging senior leadership and stakeholders, leveraging powerful lagging and leading metrics,

simplifying project processes, and contributing to a collaborative culture within your organization and with its customers.

- To make better decisions for future projects, CBE should have a repository of standard operating procedures and templates. By sharing lessons learned as best practices for future projects, project managers can be more successful and the organization can achieve better results.
- Executive support is important for the success of the PMO, but having vertical alignment isn't always enough. A PMO of the bank must connect horizontally with other business executives and act as an advocate to raise awareness of the importance of project management best practices.
- PMO of the bank should concentrate on the most effective role (monitoring and controlling of project performance, multi-project management, and strategy management), as these dimensions may enable PMO to make better use of their resources while supporting projects.
- Since only 67.4 variation in project in project success explained by PMO role dimensions adapted for the study. As a result, more research should be done on the whole industry wide practice, taking into account the numerous private banks.

5.4 Research limitations and directions for further research

The study only looked PMO role with five dimensions, furthermore the maturity level of PMO of the study organization as well as structure of the organization not included. Thus, further study should be needed through inclusion of aforementioned variable since they are believed to have influence on the success of a project.

Further in-depth research should be done on a different types of PMOs in various organizational contexts and using retrospective and longitudinal studies, would provide more insights and practical guidance on how to design, organize, and sustain a PMO that contributes significantly to project success.

According to existing research, there are a variety of different sorts of PMOs, each with its own set of goals. Hobbs and Aubry (2008), for example, call for the creation of a typology of PMOs that reflects their diversity in purpose and attributes. Future studies should take into account this

difference in structure and role in order to better align their activities with the organizational context in which they operate and to more rigorously measure their performance and contribution.

The study took a quantitative approach to its investigation. However, employing mixed research approaches can help you overcome the constraints of each method, provide more proof and trust in your findings, and produce more granular results than each method alone.

Annex I-Questionnaire

Addis Ababa University
College Of Business and Economics

School of Commerce MA Program in Project Management

Department of Business Administration & Information Science

This questionnaire is intended to collect primary data to be used for thesis entitled "**The Role of Project Management Office in Project Success: In case of Commercial Bank of Ethiopia**" in partial fulfillment of requirement for Masters of Arts Degree in Project Management. Therefore, your participation in giving reliable information is important for the success of this study. So, I respectfully request your kind cooperation in answering the questions as clearly as possible. I would like to assure you that the information you provide will be used for academic purpose only and all responses will be treated in strict confidentiality.

Note

- Please put "√"mark in the box and circle in the number to the point which highly reflect your idea;
- Your honest and unbiased response will greatly contribute for the research to achieve its objective and there is no need to write your name.

Thank you very much, in advance, for your sincere cooperation.

If you have any comment and questions you can contact me through the following address;**Teshale Alemayehu (+251-912155135) (teshealex@gmail.com)**

Thank you for agreeing to complete this questionnaire.

Part I: Demographic Information

Gender	Age	Educational Level	Years of Service	Your Current Role
☐ Male	☐ 18-25	☐ Diploma	☐ < 1 year	☐ Project Manager
☐ Female	☐ 26-30	☐ Bachelor	☐ 1-5 years	☐ Technical Team Leader
	☐ 31-35	☐ Masters	☐ 6-10 years	☐ Business Team Leader
	☐ 36-40	☐ PhD.	☐ 11-15 years	☐ Technical Team Member
	☐ Over 40	☐ Other_____	☐ >16 years	☐ Business Team Member Other_____

Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
5	4	3	2	1

Part II: Questions Related with Project Management office role

Dear respondent, based on your experience with the project-related activities, please rate the activities of the PMO roles and functions in your organization.

1. Questions Related with Monitoring and Controlling of PMO on Project Performance

1	Report project status to upper management.	5	4	3	2	1
2	Monitor and control project performance.	5	4	3	2	1
3	Implement and operate a project information system.	5	4	3	2	1
4	Develop and maintain a project scoreboard	5	4	3	2	1

2. Development of Project Management Competencies and Methodologies

1	Develop and implement a standard methodology.	5	4	3	2	1
2	Promote project management within the organization.	5	4	3	2	1
3	Develop competency of personnel, including organizing through training and mentoring for project managers.	5	4	3	2	1
4	Provide a set of tools without an effort to standardize.	5	4	3	2	1
5	Provide mentoring for project managers	5	4	3	2	1

3. Questions Related to Multi-Project Management Role of PMO

1	Coordinate between projects.	5	4	3	2	1
2	Identify, select, and prioritize new projects.	5	4	3	2	1
3	Manage one or more portfolios.	5	4	3	2	1
4	Manage one or more programs.	5	4	3	2	1
5	Allocate resources between projects.	5	4	3	2	1

4. Questions related to Strategic Management Role of PMO

1	Provide advice to upper management.	5	4	3	2	1
2	Participate in strategic planning.	5	4	3	2	1
3	Manage benefits.	5	4	3	2	1
4	Conduct networking and environmental scanning.	5	4	3	2	1

5. Questions Related to Organizational Learning Role of PMO

1	Monitor and control the performance of the PMO.	5	4	3	2	1
2	Manage archives of project documentation.	5	4	3	2	1
3	Conduct post-project reviews.	5	4	3	2	1
4	Conduct project audits.	5	4	3	2	1
5	Implement and manage database of lessons learned.	5	4	3	2	1

Part III: Project Success Related Questions

Dear Respondent, please kindly evaluate the effectiveness of each criterion that could be used in the measurement of a success of a project in CBE.

1. Questions Related to Project efficiency

1	Projects meet their schedule objectives	5	4	3	2	1
2	Projects stay within budget limits	5	4	3	2	1
3	Projects stay within specified scope	5	4	3	2	1

2. Questions Related to Impact on a customer

1	The project meets functional performance	5	4	3	2	1
2	The project meets technical specification	5	4	3	2	1
3	The project fulfills customer needs	5	4	3	2	1
4	The project solves customer problem	5	4	3	2	1
5	The customer is using the product and get satisfaction from the product	5	4	3	2	1

3. Questions Related to Impact on the Team

1	The level of growth and learning achieved by the team	5	4	3	2	1
2	Newly acquired skills by the team members	5	4	3	2	1
3	New management and professional capabilities attained by the team	5	4	3	2	1
4	Overall team loyalty with organization and team member retention after the completion of the project	5	4	3	2	1

4. Questions Related to Business and Direct Organizational Success

1	The project Commercial success	5	4	3	2	1
2	Creating a large market share	5	4	3	2	1
3	Service Quality	5	4	3	2	1
4	The project solves customer problem	5	4	3	2	1

5. Questions Related to Preparing for the future

1	Creating a new market	5	4	3	2	1
2	Creating a new product line	5	4	3	2	1
3	Developing a new technology	5	4	3	2	1
4	Developing a new core competencies and organizational capabilities	5	4	3	2	1

Thank you

Annex II: Results of Descriptive statistics, Correlation and Regression Analysis

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	87.5	87.5	87.5
	Female	8	12.5	12.5	100.0
	Total	64	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	4	6.3	6.3	6.3
	26-30	36	56.3	56.3	62.5
	31-35	16	25.0	25.0	87.5
	36-40	4	6.3	6.3	93.8
	Above 40 Yrs	4	6.3	6.3	100.0
	Total	64	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/BSC Degree	28	43.8	43.8	43.8
	MA/MSC	36	56.3	56.3	100.0
	Total	64	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1Year	6	9.4	9.4	9.4
	1-5 Year	18	28.1	28.1	37.5
	6-10 Years	36	56.3	56.3	93.8
	Above 16 Years	4	6.3	6.3	100.0
	Total	64	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Project Manager	8	12.5	12.5	12.5
	Technical Team Leader	2	3.1	3.1	15.6
	Business Team Leader	8	12.5	12.5	28.1
	Technical Team Member	24	37.5	37.5	65.6
	Business Team Member	22	34.4	34.4	100.0
	Total	64	100.0	100.0	

Reliability Statistics

Cronbach's Alpha	N of Items
.767	6

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Monitoring_Control	64	1.00	5.00	2.2305	1.05720	.874	.299	.278	.590
MethodologyCompetency	64	1.00	4.80	2.4063	.83112	.480	.299	.354	.590
MultiManagement	64	1.60	4.80	3.4969	.59734	-.506	.299	.922	.590
StrategyManagement	64	1.00	4.25	2.2266	.64966	.756	.299	.605	.590
OrganizationalLearning	64	1.00	5.00	2.7500	1.25938	.074	.299	-1.301	.590
Valid N (listwise)	64								

Correlations

		Monitoring_Control	MethodologyCompetency	MultiManagement	StrategyManagement	OrganizationalLearning	ProjectSuccess
Monitoring_Control	Pearson Correlation	1	.716**	.271*	.616**	.292*	.731**
	Sig. (2-tailed)		.000	.030	.000	.019	.000
	N	64	64	64	64	64	64
MethodologyCompetency	Pearson Correlation	.716**	1	.173	.584**	.178	.700**
	Sig. (2-tailed)	.000		.172	.000	.159	.000
	N	64	64	64	64	64	64
MultiManagement	Pearson Correlation	.271*	.173	1	-.002	.262*	.184
	Sig. (2-tailed)	.030	.172		.986	.036	.147
	N	64	64	64	64	64	64
StrategyManagement	Pearson Correlation	.616**	.584**	-.002	1	.215	.691**
	Sig. (2-tailed)	.000	.000	.986		.088	.000
	N	64	64	64	64	64	64
OrganizationalLearning	Pearson Correlation	.292*	.178	.262*	.215	1	.130
	Sig. (2-tailed)	.019	.159	.036	.088		.304
	N	64	64	64	64	64	64
ProjectSuccess	Pearson Correlation	.731**	.700**	.184	.691**	.130	1
	Sig. (2-tailed)	.000	.000	.147	.000	.304	
	N	64	64	64	64	64	64

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821[a]	.674	.646	.51050

a. Predictors: (Constant), OrganizationalLearning, MethodologyCompetency, MultiManagement, StrategyManagement, Monitoring_Control

b. Dependent Variable: ProjectSuccess

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.199	5	6.240	23.943	.000[b]
	Residual	15.115	58	.261		
	Total	46.314	63			

a. Dependent Variable: ProjectSuccess

b. Predictors: (Constant), OrganizationalLearning, MethodologyCompetency, MultiManagement, StrategyManagement, Monitoring_Control

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.169	.469		-.360	.720		
	Monitoring_Control	.276	.098	.340	2.818	.007	.387	2.584
	MethodologyCompetency	.263	.115	.255	2.286	.026	.453	2.209
	MultiManagement	.111	.118	.078	.946	.348	.838	1.193
	StrategyManagement	.472	.134	.357	3.511	.001	.543	1.841
	OrganizationalLearning	-.076	.055	-.111	-1.381	.172	.867	1.154

a. Dependent Variable: ProjectSuccess

Collinearity Diagnostics[a]

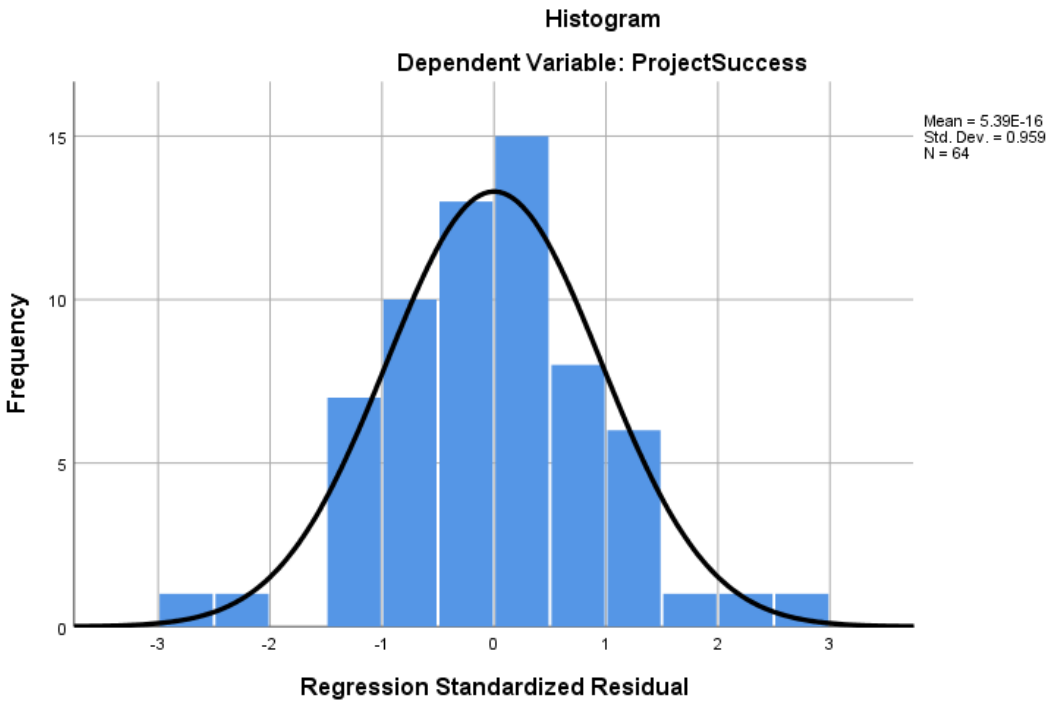
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Monitoring_Control	MethodologyCompetency	MultiManagement	StrategyManagement	OrganizationalLearning
1	1	5.649	1.000	.00	.00	.00	.00	.00	.00
	2	.153	6.071	.00	.12	.04	.01	.01	.49
	3	.109	7.199	.04	.15	.00	.04	.00	.44
	4	.044	11.368	.00	.27	.01	.12	.56	.02
	5	.035	12.718	.00	.30	.94	.01	.16	.04
	6	.011	23.184	.95	.16	.01	.83	.26	.01

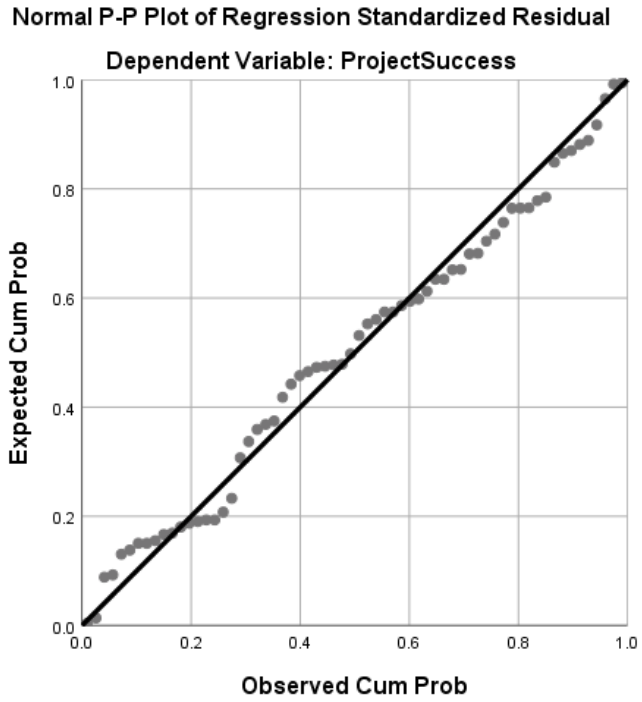
a. Dependent Variable: ProjectSuccess

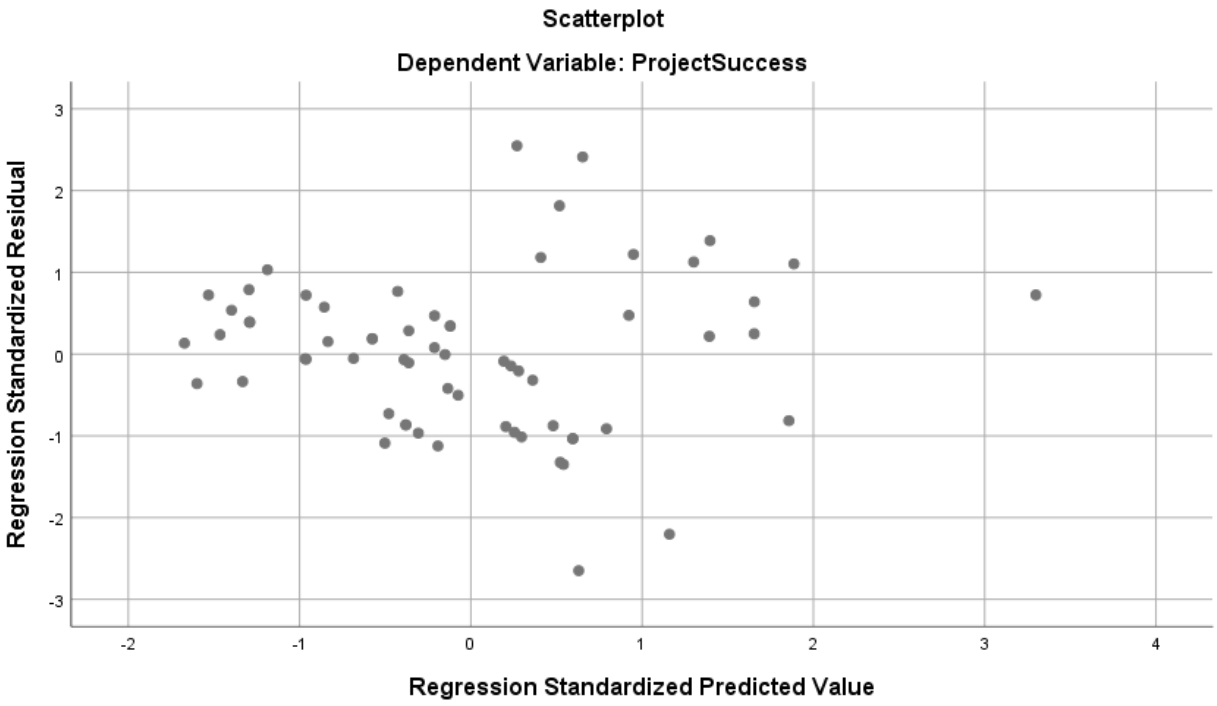
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.1324	4.6309	2.3094	.70372	64
Residual	-1.35248	1.30117	.00000	.48982	64
Std. Predicted Value	-1.672	3.299	.000	1.000	64
Std. Residual	-2.649	2.549	.000	.959	64

a. Dependent Variable: ProjectSuccess


Histogram
Dependent Variable: ProjectSuccess
Mean = 5.39E-16
Std. Dev. = 0.959
N = 64
Frequency
15
10
5
0
-3
-2
-1
0
1
2
3
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: ProjectSuccess
Expected Cum Prob
1.0
0.8
0.6
0.4
0.2
0.0
0.0
0.2
0.4
0.6
0.8
1.0
Observed Cum Prob


Scatterplot
Dependent Variable: ProjectSuccess
Regression Standardized Residual
Regression Standardized Predicted Value
3
2
1
0
-1
-2
-3
-2
-1
0
1
2
3
4