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## Assessment of project management practices in case of Bank of Abyssinia PMO IT projects

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A project work submitted to Addis Ababa University school of commerce in partial fulfillment of the requirements for Masters of Arts Degree in Project Management.

Advisor: Adane Atara (PhD)

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Addis Ababa, Ethiopia

June 2020

*ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF COMMERCE DEPARTMENT OF PROJECT MANAGEMENT  
GRADUATE STUDIES*

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Approved by Board of Examiners

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External Examine	signature	Date
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Internal Examine	signature	Date
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Advisor	signature	Date

## Declaration

I Biruk Dage declare that this project work, entitled “Assessment of project management practices in case of Bank of Abyssinia PMO IT projects” is my original work submitted to the award of the partial fulfillment for Degree of Masters in project management. It has not been presented for the award of any degree in any other institution of higher learning to the best of my knowledge, and all resources used have been duly acknowledged.

Name Biruk Dage Borga

Signature\_\_\_\_\_

June, 2020

## Certification

This is to certify that Biruk Dage has carried out this project work entitled “Assessment of project management practices in case of Bank of Abyssinia PMO IT projects” under my supervision. This work is the original work of the candidate and it is sufficient for submission as the partial fulfillment for the award of master’s degree in project management.

Advisor: Adane Atara (PhD)

Signature\_\_\_\_\_

Date\_\_\_\_\_

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## Acronyms and Abbreviations

**BOA** – Bank of Abyssinia s.c

**PM** – Project Management

**PMO** – Program/Project Management office

**PMBOK** – Project Management Knowledge Areas

**PMI** – Project Management Institute

**APM** – Association of Project Management

**PRINCE** – Projects in Controlled Environment

**ICB** – International Competence Baseline

**PMP** – Project Management Professional

**IPMA** – International Project Management Association

## *Abstract*

*The study is conducted to assess the project management practices of Bank of Abyssinia based on the ten knowledge areas putted on project management body of knowledge. Both primary and secondary data were employed, both qualitative and quantitative approaches were practiced. A questionnaire which is adopted from PMBOK was used and data was collected from 40 respondents out of the total distributed to 47 respondents. The data were analyzed using SPSS version 23. The findings from the study shows that project management practices are practiced at good level which implies little additional efforts and knowledgeable management can maintain and improve those practices. More over improving the practices of risk, management by Developing risk management plan, identifying risks, performing qualitative and quantitative risk analysis, planning risk response, implementing agreed upon risk responses and monitoring risks. developing standard project management practices, providing project managers and team members adequate project management practices, empowering the program management office and project managers to exercise standard project management practices were recommended by the researcher.*

**Key words :** *project, project management practices , knowledge areas*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Back ground of the study

A project can be defined as a temporary endeavor undertaken to create a unique product, service or result consists of a set of activities, whose executions take time, require resources, and incur costs (PMBOK 2012). Precedence relations may exist between activities these relations express technical or organizational requirements with respect to the order in which activities must be processed or with respect to their timing relative to each other. Moreover, the scarcity of the resources allocated to the project generally gives rise to implicit dependencies among the activities sharing the same resources, which may necessitate the definition of additional precedence relations between certain activities when the project is scheduled. A project is carried out by a project team, has a deadline, i.e., is limited in time, and is associated with one or several goals whose attainment can be monitored (Schwindt, 2015).

Project management is recognized to be the key enabler of business change and a vital contributor to future business success (Whitty and Maylor,2009). “There is no measurable value added by implementing best practices of project management based on the notion that contemporary concept of project management lacks theoretical foundation and is based on a narrow and implicit theory that requires further development and enrichment” (Koskela and Howell,2002). Traditional project management causes self-inflicted problems impacting project performance negatively or worse, causing projects to fail (Koskela and Howell,2002). Recent studies point towards the lack of clear definitions of project management and project success (A. J. Shenhar and M. Wideman,2000).

Despite the vast array of project management literature available, the complex question about the contribution of project management toward project success remains unanswered. To some extent, the corner stones of project success achieve general agreement, whereas others have massive disagreements ( T.cooke davies,2010). Apparently, scholars, researchers and practitioners fail to agree on the influence of project management on project success and a lot of ground is yet to be explored.

Project management is about how to apply and manage resources to accomplish a temporary endeavor within a given schedule, budget and quality constraints Project Management Institute, (PMI 2017).Project management practices and theories have advanced in recent decades and substantial growth has been experienced in the adoption of project management disciplines to accomplish work in different industries and sectors (Winter and Szczepanek, 2008)

“Business today is operating under high level of uncertainty, projects implementation is open to all sorts of external influence, unexpected events, ever growing requirements, changing constraints and fluctuating resource flows. This clearly shows that if projects are applied and steps are not taken in order to manage them effectively and efficiently, the chance of failure is high Although it is difficult to disprove the notion that project management practices have improved fairly over the last three decades” (White and Fortune, 2002).

### 1.1.1 Back ground of the organization

Bank of Abyssinia S.C was established on February 15, 1996 in accordance with 1960 Ethiopian commercial code and the Licensing and Supervision of Banking Business Proclamation No. 84/1994. Throughout its existence, the bank has crafted and implemented 5 Five-year Strategic plans. Due to rapid global and domestic socio economic changes the bank has revised the fourth five-year strategic plan to ensure sustainable performance and development and now it is in its first year of implementing its 5th Five-Year Strategic Plan and Organizational Transformation. This new strategic plan and organizational configuration is devised to take full advantage of market opportunities and attain better growth year on year during the plan period. As a means of reaching its objectives, the bank has developed a number of initiatives (projects) with different priorities in the different areas of its operations. To successfully implement these projects, the bank has instituted project Management Office (PMO). This PMO is responsible for the centralized and coordinated management of the IT Projects. PM Offices pass through a number of maturity stages before attaining excellence. PMO represents the extent to which it is capable of generating value for its customers and for the bank as a whole. To this end, the road to PMO begins with establishing the capability to create value for clients and for the whole bank; this is followed by implementing and enforcing those practices across all branches of the bank.

The study aimed at assessing project management practices of IT projects administered by the PMO of the bank.

## 1.2 Statement of the problem

In Ethiopia The banking industry is in a state of transformation and becoming ever more complex. Fast changes in the communication landscape and financial industries, resulting from technological change and the development of new services, are affecting the core business of banking operations. The industry is to transfer on emerging higher value-added services, which often require significant investment in new network technologies. As cited by Mortensen (2013), Many projects around the world keep failing, resulting in loss of millions of dollar for organizations This persisting challenge has led many project management professionals to attempt to identify the influencing factors that need to be tackled head-on to produce a successful project management outcome. There is an increased assumption that project management standards, tools and techniques are commonly employed by PMs worldwide (Ozguler,2016). This assumption about project management has dominated research in recent years (e.g. Lindehammar and Cederhill (2017). One of the fundamental concerns in project management regards the extent to which PMs use and implement Project Management Practices, and the implications for project success Papke-Shields (2010). In addition, a mismatch between the promises offered by project management practices and the project outcomes has equally been recognized (White and Fortune, 2002). Project outcome is known to be influenced by many factors, internal and external to a project. There is a large body of literature on “critical success factors”, and project management techniques are included in these lists (White and Fortune 2002).

Some of the early studies carried out in Ethiopia have assessed project management practices across different projects. Tigist sileshi’s (2017) study on Japanese social development trust fund grant project revealed that some project management knowledge areas i.e scope, time, quality, cost and integration management were not practiced effectively practiced in the project and the remaining knowledge areas were practiced traditionally. merima Nasser’s (2019) study on commercial bank of Ethiopia IT projects have assessed project management practices based on PMBOOK and find out that except time management and human resource management the other knowledge areas are well practiced. Safework mulugeta (2019) also studied the relationship between time management practices and project success, results from safework study shows that there is a positive relationship between project time management practices and project success. The study assisted the researcher to conclude that project time management practices are practiced with relatively low level at the Bank of Abyssinia. but this study is limited in several ways out of

the numerous factors it tries only to figure out the impact of time management practices. Befkadu w.kidan (2017) in his paper tries to assess project management practices and project success in Ethiopia real estate industry his findings reveal that Project integration, scope, time, HR, procurement are well managed in the Industry. In addition to this, Project initiation process groups and project closing process group are practiced well and consistently. On the other hand, risk, cost, stakeholder, communication and quality knowledge areas and practices are poorly practiced or inconsistently applied (Befkadu w.kidan, 2017). It is also found that the practice of project management has significant contribution to success of Ethiopian Real Estate projects. Existing literatures. The results from current literatures makes the researcher to ask whether Project managers aware of standardized project management methods, tools and techniques and to what extent are these Project Management Practices used? As a staff of BOA these questions leads the researcher to study about the implementation of project management Practices in BOA IT projects.

### 1.3 Research questions

The study tries to answer the following questions

- To what extent are formal project management practices implemented by PMO in Bank of Abyssinia?
- How project management practices help bank of Abyssinia to improve its projects performance and success?
- According to PM knowledge areas Which project management practices should be improved in bank of Abyssinia?

### 1.4 Research objectives

#### 1.4.1 General objective

The general objective of the study is to assess the project management practices of Bank of Abyssinia PMO IT projects.

#### 1.4.2 Specific objective

- how project management practices are implemented in bank of Abyssinia IT projects?
- To find out which project management practice should be improved in BOA?

### 1.5 Significance of the study

The findings of this study could be used by Banks and similar organizations in Ethiopia to see the gap and address issues in project management practice. This study is expected to reveal the strength and weaknesses in implementing core project management practices, to create awareness for the top management how core project management practices can impact the successful completion of a project. Moreover, since existing literatures on project management practices are focused on the construction industry, this study which is unique in its nature is expected to add knowledge to the existing literature on project management practices. It is also expected to suggest important recommendations which would be importance for the company, which frequently runs projects. Moreover, the study is expected to be used as an input for individuals who are interested in the subject matter to undertake similar studies.

### 1.6 Scope of the study

Even if bank of Abyssinia has a number of business and operational related projects currently being executed, the study focused only on IT Projects managed by the Program Management Office (PMO). Moreover, it focuses on core project management practices. The study only considered those staffs and project team leaders who are /were involved in the execution of IT projects at BOA. Moreover, any findings, conclusions and recommendations are only limited to Bank of Abyssinia.

### 1.7 Limitation of the study

The main limitations or challenge of this research was on meeting the adequate staff project managers, project team leaders and project team members for questionnaires and interviews due to the pandemic corona virus (COVID 19) this was managed by administering questionnaires through emails. past project documents, project manager's discussion and meeting minutes were also another limitation. Furthermore, employees were not willing to give information due to privacy issues.

### 1.8 organization of the study

This study is composed of five chapters. The first chapter is an introductory chapter which includes background of the study that gives insight on project management practices and base for the study. The second chapter is all about review of related literature. It contains theoretical and empirical parts that are used as frame work and supportive information for the study. Research methodology

which is the third chapter emphasis on which data source are used, what technique of sampling are the most appropriate and how the gathered data are presented and analyzed. Chapter four contains the major parts of this research paper which are data presentation and data analysis. Chapter five is the last and the most important chapter. All findings of the study are included followed by conclusions and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 introduction

This chapter will present the theoretical background of project management and project management practices. In addition to that it will introduce both theoretically and empirically focused literature. This is followed by a systematic review covering the use of Project Management Practices in projects in Ethiopia and beyond to identify a gap in the knowledge of the use of Project Management practices.

#### 2.2 Theoretical review

This opening section discusses the theoretical background of project and project management. It is essential to understand what is meant by ‘project’ in this context. PMBoK (2017) defines a project as a temporary endeavor undertaken to create a unique product, service, or result. It is also important to assess how scholars have defined project on a personal level. Vitner, Rozenes, and Spragget(2005) emphasized that a project is an integration of human and non-human resources to fulfil a well-defined objective. Similarly, Müller and Turner (2010) supported this view of a project activity to allocate various resources to achieve a specific objective. However, Thomas and Fernández (2008) argued that the project, as well as a singular goal, should also have a definite timeline for start and end, coupled with rigid budget allocations accordingly. From the above scholar’s perspective, there is significant emphasis placed on the allocation of resources to achieve specific goals and within a specific deadline and other studies on this project description reiterate the timeline approach to accomplish a specific objective through series of tasks (Lindehammar and Cederhill 2017).

##### 2.2.1 project management body of knowledge

Project management body of knowledge covers all aspects of managing projects from inception to completion using methods and methodologies, tools, decision making techniques, risk assessment tools, and approaches to improve successful project outcomes and achieve business objectives (Raz and Michael, 2001). There are other sets of studies that have examined the correlations between body of knowledge and project management practices from a broader perspective and seek to detect general use and practicality of large numbers of PM practices Besner and Hobbs (2012) Thomas and Mullaly (2007) PapkeShields and Beise (2010).

Hällgren (2012) argued that there is need for a framework to strengthen project management practices to achieve a high level of project success and fill the gaps in the current body of knowledge. The standards and procedures laid out by international institutes such as PMI, AIPM, APM and IPMA on project management did produce support from organizations around the world on project management practice.

The guidelines put forward by International Project Management Association (IPMA) are recorded in International Competence Baseline (ICB) and was one of the oldest project management body of knowledge Ghosh and Vogt, (2012). Project Management Institute (PMI) published its first white paper on project management practices in 1987 and since then the standards set forth by PMI are recorded in Project Management Body of Knowledge (PMBoK) guide. Bourne (2011) asserted that there is critical difference in the PMBoK and ICB in terms of competencies. Nahod (2013) defined competence as a collection of knowledge, experience and behavior of the individual and claimed that the project success is dependent on the competencies of the PM and project management practice. Grisham (2011), however, criticized that the ICB project management practices focus on skills assessment and competencies of the PM, whereas PMBoK was focused on the processes to achieve project success. The ICB management practices are related to the behavioral characteristics (people skills) of the PM and certification procedures are more rigid than the PMI sponsored Project Management Professional (PMP) certification.

It is critical to state that there are several project management standards and guides as developed by different institutions such as The British Standard Institute, American National Standards Institute, International Standard Organization, Association for Project Management, Project Management Institute, and Capability Maturity Model Institute. Currently, the following Bodies of Knowledge and Guides exist; PMI Project Management Bodies of Knowledge (PMBoK), OPM3, APM BOK, BS6079, MSP, P3M3, MSP, DIN –Project Management Standard, DIN 69901-2 PM Process Model, AFNOR Standards, P2M, PMI Unified Project Management Lexicon, ANSI/PMI 99- 001-2004, and ISO-21500 Guide to PM. However, Projects in Controlled Environments (PRINCE) was one of the global project management standards developed in 1975 by Simpart Systems (Ghosh and Vogt, 2012).

The approach underwent seven versions with the last one published in 2009 under the edition of PRINCE2 (Bentley, 2010). This project management body of knowledge was developed by

consortium of one hundred fifty organizations and it is the default standard followed by government agencies and private organizations in United Kingdom. PRINCE2 is a structured framework made of four elements segregated into seven underlying principles, seven themes, seven processes and forty activities. Anantatmula (2008) argued that even though PRINCE2 is found to be a standard practice in many project environments, however, for project with multilevel stages, it is ineffective due to controlling the project by stages principle. Hence, PRINCE2 differs from PMBoK and ICB practices which focus on the risk management.

Another body of knowledge Project Management Association of Japan (PMAJ) published a unique project management practice framework for the Japanese economy and labelled it as Project and Program Management of Enterprise Innovation (P2M) (Zwikael, 2009) in 2005. The approach highlights the key challenges faced by professional PMs in Japan and how to handle complex projects to drive the economy forward at a fast pace. Zwikael (2009) asserted that the P2M was developed to complement the successful ICB project management practice with greater emphasis on the regional challenges in Japan, however the principles built in this approach can be applicable to other industries such as construction.

Soderlund (2011) opined that the P2M body of knowledge divides project into multiple modules for better resource allocation to increase the chances of project success. However, Ohara (2005) argued that the P2M approach is focused on efficiency and not on the lines of project success. Ghosh and Vogt, (2012) stated that P2M differs from the popular PMBoK in multiple ways. For example, the P2M project management approach focus primarily on the organization and program. This would be a standard framework to follow for portfolio of projects rather than just one project as stated in PMBoK. Similarly, Peng, Junwen, and Huating (2007) found that the PMBoK practice is limited to an individual project and has an end date; however, P2M approach is an ongoing operation and involves all stages of the project life cycle through scheme, service and system model.

The Association of Project Management (APM), body of knowledge referred to in the United Kingdom as IPMA was established to fill the existing gap in the PMBoK in the stakeholder interactions and interpersonal skills apart from the project execution guidelines. APM issued a fifth edition of the guide book APMBoK in 2005 and also offer a certification program similar to ICB and IPMA Ely et al (2010). There is high level of intersection between APMBoK and PMBoK,

the former with greater focus on topics of safety, skills of a PM, interpersonal skills with stakeholders and employees (Qureshi, Warraich and Hijazi 2009). APMBOK focuses on high level overview of project management and provide guidelines for those competencies PMs should understand but not necessarily the steps the managers should take to implement.

Apart from the application of the body of knowledge, the natures of industry in which projects are to be executed and implemented determine which PM standards and methods to use. PRINCE2 and MSP are more likely to be relevant to organizations that work closely with the local government or civil service whereas, PMBoK are more relevant to large and complex projects but can also be used for small scale project depending on the industry (Abdulrahman,2019). The size of projects and company's dependency on sharing information about projects will further determine the choice of selection of project management practices. In addition, Golini, Kalchschmidt, and Landoni (2015) the adoption of Project Management Practices helps non-governmental organisations (NGOs) when carrying out projects in developing countries. This study assesses the project management practices of the bank based on the Project Management Bodies of Knowledge (PMBOK).

According to PMBoK, (2017), project management is divided into ten areas; integration, scope, schedule, cost, quality, resource, communication, risk, procurement and stakeholder management. These ten project management areas and their inherent tools and techniques were investigated, and it is worth emphasizing that this study has investigated project management practices.

#### 2.2.1.1 project integration management

Project integration management consists of all processes and activities which identify and define as well as combining other activities related to project management. In more detail, in the context of project management, project integration management consists of the main characteristics of all consolidation, unification, communication and integrative actions related to the implementation of projects, managing stakeholders in successful ways and meeting the requirements of the project (Kerzner, 2017). Project Integration Management is specific to project managers. Whereas other Knowledge Areas may be managed by specialists (e.g., cost analysis, scheduling specialists, risk management experts), the accountability of Project Integration Management cannot be delegated or transferred. "The project manager is the one who combines the results in all the other Knowledge Areas and has the overall view of the project. The project manager is ultimately

responsible for the project as a whole” (PMBOK, 2017). Project integration management processes includes developing project charter, developing project management plan, direct and manage project work, manage project knowledge, monitor and control project work, perform integrated change control and close project phase (PMBOK, 2017).

#### 2.2.1.2 project scope management

According to PMBOK (2017), “Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project”. Included processes are plan scope management, collect requirements, define scope create WBS, validate scope, and control scope.

#### 2.2.1.3 project schedule management

Project schedule management is critical in project management and consists of all processes and activities required to complete the project within the time frame (PMBOK, 2017). Project schedule management process include planning schedules and processes for establishing policies, procedures and documenting planning, developing, implementing and controlling the time schedule of the project. schedule management identifies and documents specific actions which must be accomplished to produce deliverables in the project. It also estimates the duration and periods needed to complete the project as well as developing schedules for analyzing the sequence of activities, duration, resources requirements and scheduling constraints that help in creating a schedule model for the project. It also includes define activities, sequence activities, estimate activity durations, develop schedule control schedule.

#### 2.2.1.4 Project cost management

“Project Cost Management includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget” (PMBOK, 2017). Included processes are plan cost management, estimate cost, determine budget and control costs. project cost management focuses on the process of establishing policies, procedures and planning and documenting costs, expenditure and controlling costs. Additionally, cost management estimates costs through developing approximation of monetary resources needed to complete the activities of the project. It also determines the project budget through a process of aggregating the estimated costs of every activity in the project which

will establish an authorized a baseline for the project cost. As cited by Abdurrahman b (2019) Within the practice of Project Cost Management, trends include the expansion of earned value management (EVM) to include the concept of earned schedule (ES). ES is an extension to the theory and practice of EVM. Earned schedule theory replaces the schedule variance measures used in traditional EVM (earned value - planned value) with ES and actual time (AT). Using the alternate equation for calculating schedule variance  $ES - AT$ , if the amount of earned schedule is greater than 0, then the project is considered ahead of schedule. In other words, the project earned more than planned at a given point in time. The schedule performance index (SPI) using earned schedule metrics is  $ES/AT$ . This indicates the efficiency with which work is being accomplished. Earned schedule theory also provides formulas for forecasting the project completion date, using earned schedule, actual time, and estimated duration (PMBOK, 2017).

#### 2.2.1.5 project quality management

As PMBOK (2017) presents Project Quality Management includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements in order to meet stakeholders' objectives. Project Quality Management also supports continuous process improvement activities as undertaken on behalf of the performing organization (PMBOK,2017). Project quality management consists of all processes and activities related to performing organizational-related quality policies, aims and objectives as well as responsibilities (Kerzner, 2017). Project quality also employs procedures and policies to execute the quality within organizations and projects and ensure that the quality system works according to the project requirements. In general, project quality management focuses on the process of determining the requirements of quality and standards for the projects being implemented as well as identifying deliverables and documenting how the project comply with the quality requirements. It also considers the auditing process of the quality requirements and the results from the measurements of the quality control which ensures the use of operational definitions and quality standards similar to TQM techniques (Feigenbaum, 2002).

#### 2.2.1.6 Project resource management

Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project (PMBOK, 2017). These processes help ensure that the right resources will be available to the project manager and project team at the

right time and place. Project resources management consists of several processes such as organization, managing and leading project team. The project team consists of individuals with assigned roles and responsibilities who work collectively to achieve a shared project goal. The project manager should invest suitable effort in acquiring, managing, motivating, and empowering the project team. Although specific roles and responsibilities for the project team members are assigned, the involvement of all team members in project planning and decision making is beneficial. Participation of team members during planning adds their expertise to the process and strengthens their commitment to the project. The project manager should be both leader and manager of the project team. In addition to project management activities such as initiating, planning, executing, monitoring and controlling, and closing the various project phases, the project manager is responsible for the team formation as an effective group.

#### 2.2.1.7 Project communication management

According to PMBOK (2017), “Project Communications Management includes the processes necessary to ensure that the information needs of the project and its stakeholders are met through development of artifacts and implementation of activities designed to achieve effective information exchange. Project Communications Management consists of two parts. The first part is developing a strategy to ensure communication is effective for stakeholders. The second part is carrying out the activities necessary to implement the communication strategy”. Its processes include plan communication management, manage communications and monitor communication.

#### 2.2.1.8 project risk management

According to PMBOK (2017), “Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project. The objectives of project risk management are to increase the probability and/or impact of positive risks and to decrease the probability and/or impact of negative risks, in order to optimize the chances of project success”. Plan risk management, identify risks, perform qualitative risk analysis, perform quantitative risk analysis, plan risk response, implement risk response and monitor risk are included in the process.

### 2.2.1.9 project procurement management

According to PMBOK (2017), “Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team”. The management and control processes required to develop and administer agreements such as contracts, purchase orders, memoranda of agreements (MOAs), or internal service level agreements are included in Project Procurement Management (PMBOK, 2017). “The personnel authorized to procure the goods and/or services required for the project may be members of the project team, management, or part of the organization’s purchasing department if applicable” (PMBOK, 2017).

Project procurement management consists of all processes essential for purchasing and/or acquiring about products and services (Schwalbe, 2015). Procurement management also comprises of managing contracts and controlling processes and change which may be required to develop and administer contracts and purchase orders. Procurement management focuses on documenting decisions related to project procurement, obtaining sellers’ responses and selecting sellers as well managing procurement relationships and monitoring all activities related to performance of the contract. There are several inputs used by project procurement management (*i.e.* requirements documentation, project schedule, stakeholder register), and tools (*i.e.* expert judgement, bidder conference, performance reporting) as well as some inputs (*i.e.* procurement documenting, source selection criteria, project document updates).

### 2.1.1.10 project stakeholder management

“Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution” (PMBOK, 2017). The processes support the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project as putted on (PMBOK 2017). Identifying stakeholders, planning stake holder engagement, manage stakeholder engagement and monitor stakeholder engagement are processes included.

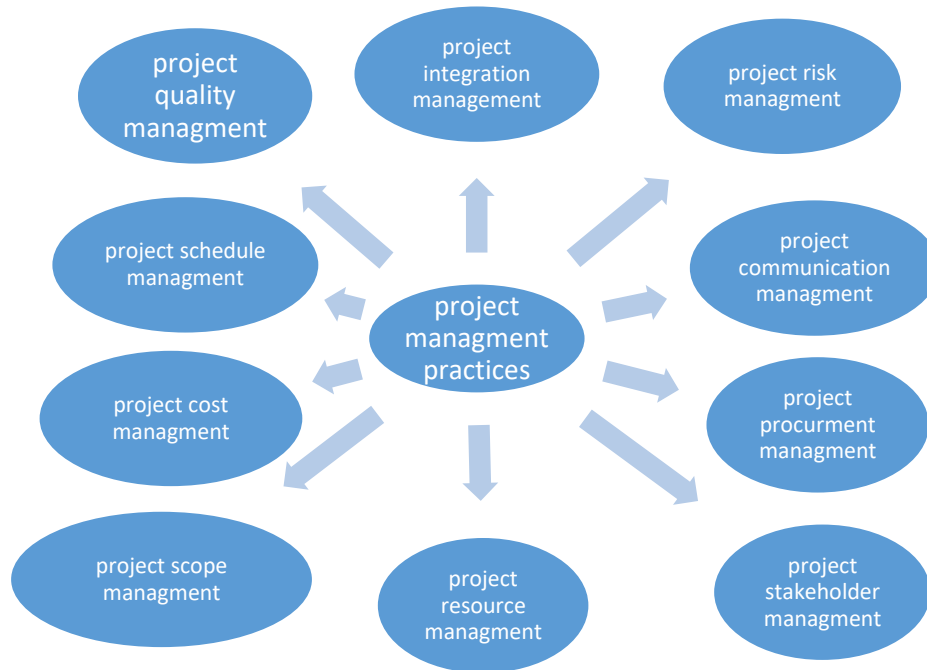
## 2.2 project management best practices

Pinto (2007) emphasized that there is a limitless search for general standards of excellence against which firms can compare their practices, gain important tips for improvement, and continuously measure their outcomes. The search for effective practices in project management clearly is an ongoing process. According to Kerzner (2009), best practice is defined as something that works, something that works well, something that works well on a repetitive basis; something that leads to a competitive advantage something that can be identified in a personal to general business; something that keeps the company out of trouble and, if trouble occurs, the best practice that will assist in getting the company out of trouble.

Other project experts have described best practices as past experiences that have worked well for the project manager or are known to the project manager based on the experiences of others in similar situation (Wysocki, 2007). Qureshi, warraich and Hijazi (2009) describe best practice as a specific type of professional or management activity that contributes to the execution of a process and that may employ one or more techniques and tools. Angelides (1999) portrays best practices as The right way of doing things. Watson (2009) puts best practices as what makes the real work a success. Shenhar et al., (2007) defined best practices as understanding the inherent uncertainties, complexities, and variables that predict project success. In all of these definitions the common assertion that project best practices enhance the effectiveness and efficiency that will ultimately lead to success (Morrison & Brown, 2004); improve project performance; and help project management professionals to select priorities for future development (Besner & Hobbs, 2006).

### 2.3 conceptual framework

The proposed conceptual framework for this research shows the practices with the knowledge areas. According to PMBOK (2017) project knowledge areas are knowledge's within the profession of project management. The project management body of knowledge includes proven traditional practices that are widely applied as well as innovative practices that are emerging in the profession.



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Figure 2.3.1 conceptual framework

Source: prepared by the researcher, 2020

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 INTRODUCTION

This section of the study presents the research methodology used to assess the practices of project management. It also describes and justifies the data type and sources, target population, the method that employed in data collection and methods of data analysis

#### 3.2 Research Design

The study employs a descriptive type of research design. Mixed methods research offers great promise for practicing researchers who would like to see methodologists describe and develop techniques that are closer to what researchers actually use in practice. Mixed methods research can also help bridge the schism between quantitative and qualitative research (Onwuegbuzie & Leech, 2004). Mixed method is more suitable research approach as it is suggested by Creswell J (2012) to balance the benefits of Both qualitative and quantitative research. This design allows the researcher to assess and describe the project management practices of the bank in the case of IT projects. The design is selected in order to collect enough information from involved parties so as to understand the case under review.

#### 3.3 Description of target population and sampling procedure

The target population for this study were 47 project participants of the bank; project managers, project team leaders and project team members of IT projects of BOA. The sampling technique that employed is census enquiry that enables a complete enumeration of all items in the population. List of project participants was acquired from the Program management office of the company.

#### 3.4 Data collection sources, types and instruments

Merging several methods in a single study is important to triangulate the result of each method involved. Be sure of on a single method can unpleasantly affect the reliability and validity of the results eventually disturbing the conclusions drawn and the recommendations made (currie, 2005). Accordingly, to achieve its objective this study used both primary and secondary data sources. To collect relevant and reliable data and information for the research primary data sources were used. To collect relevant primary data for the study questionnaire were used as an instrument of data collection. The questionnaires were administered to a sample of project managers, project team

leaders and project team members who are participated in IT projects undertaken by Bank of Abyssinia PMO. The questionnaire developed is based on reviewed literature and customized to the case under study. The questionnaire was validated by reviewing these and other literatures that are both empirical and theoretical. Secondary data was collected from documents related to the project like project report status, project contract document and project exit reports.

### 3.5 Data Analysis – Techniques and software

In order to assess project management practices of the bank quantitative analysis was employed. The responses from the questionnaires were summarized and analyzed using the software statistical package for social sciences (SPSS version 23). According to Punch’s (2000) a research value is inevitably maximized if it exploits both approaches; this research contained both quantitative and qualitative approaches. These approaches were adapted in the survey in order to collect the data required for this research.

### 3.6 Validity and reliability

Creswell J (2012) highlights the value of checking validity and reliability of data in attempting to acquire meaningful interpretations. Furthermore, he mentions Cronbach’s alpha ( $\alpha$ ) the reliability checks for the internal consistency of the scales. The applicability of Cronbach’s alpha as highlighted by Creswell was the reason it is utilized in checking the validity and reliability of data in this study. In efforts to check the validity, the questionnaire used face validity by having the questionnaire adopted from project management body of knowledge guide. Furthermore, the reliability of the data is checked by Cronbach Alpha.

Table 3.6.1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.965	.966	54

Source: Own survey 2020

## Reliability test of the constructs

Table 3.6.2 Reliability statistics of the constructs

No	Variables	Cronbach's Alpha	No of items	Scale
1	General project management practices	0.659	6	1-5
2	Project integration management	0.850	6	1-5
3	Project scope management	0.894	6	1-5
4	Project schedule management	0.836	6	1-5
5	Project cost management	0.921	4	1-5
6	Project quality management	0.878	3	1-5
7	Project resource management	0.913	6	1-5
8	Project communication management	0.862	3	1-5
9	Project risk management	0.827	7	1-5
10	Project procurement management	0.894	3	1-5
11	Project stakeholder management	0.949	4	1-5

Source: own survey, 2020

### 3.7 Ethical consideration

With regards to ethical consideration, the purpose of the study was clearly communicated to the organization and to each respondent. Thus, data was collected with the permissions of the organization and individuals who were participated in the questionnaire and interview. Moreover, the data sources from the organization and individual participants were kept confidential.

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION

#### 4.1 Introduction

This chapter presents analysis and discussions for research findings from the data collected through questionnaire from respondents. A statistical software SPSS v 23 was employed to analyze the collected data in line with the overall objective of the study.

#### 4.2 Response rate

From the total of 47 questionnaires distributed to the target population 40 questionnaires were completed and returned which is around 85 % response rate.

This is suitable for further analysis

#### 4.3 Demographic profiles of respondents

The demographic profile of the respondents consists of gender, age, educational background, work and project experience.

Table 4.3.1 demographic profile of respondents.

No	Description		Respondent		Total	
			Frequency	percentage	N	Percentage
1	Gender	M	32	80%	40	100%
		F	8	20%		
2	Age	20-30	25	62.5%	40	100%
		31-40	14	35%		
		41-50	1	2.5%		
3	Educational status	First degree	16	40%	40	100%
		Master's degree	24	60%		
4	Role of respondents	Project team member	33	82.5%	40	100%

		Project team leader	4	10%		
		Project manager	3	7.5%		
5	Field of study	Accounting	9	22.5%	40	100%
		Economics	1	2.5%		
		Marketing management	2	5%		
		Project management	4	10%		
		Computer science	5	12.5%		
		Electrical engineering	1	2.5%		
		MBA	17	42.5%		
		Social science	1	2.5%		
6	Work experience	Below 5 years	10	25%	40	100%
		6-10 years	18	45%		
		Above 10 years	12	30%		
7	Project experience	≤ two years	18	45%	40	100%
		2-6 years	22	55%		
8	Trainings provided by the bank	Yes	15	37.5%	40	100%
		No	25	62.5%		
9	Trainings outside the bank	Yes	8	20%	40	100%
		No	32	80%		

Source: own survey, 2020

#### 4.4 Assessing the General project management practices raised

This portion of the chapter presents results of the data collected from respondents as follows. Mean Values have been interpreted by adopting the criteria suggested by (Scott, 1999). He suggested that for Likert type scale ranging from 1 (Strongly Disagree/ highly dissatisfied) to 5 (Strongly Agree/Highly Satisfied), interpretation should be like; mean up to 2.8 is considered as Disagree, from 2.9 to 3.2 means neutral or neither disagree nor agree and mean above 3.2 is considered as an agree

As shown in the table 4.4.1 below 26 or 65% of respondents strongly agreed that The need and benefit of project management is recognized by the bank, 12 or 30% of respondents also agreed on the matter. However, 2 respondents are neutral. This implies that the need and benefit of Project management is recognized by the bank. When we come to the issue of support the management provided for the development of project management in the bank 35 respondents that constitute 87.5% of the respondents are agreed on the support. Four respondents become neutral about the support and one respondent disagree about the support the management provides. With a total mean of 4.25 the implication leads to there is a support from the management of the bank for the development of project management. Regarding the issue of Project management trainings for the team by the bank, 57.5% of respondents are agreed on provided training, 35% of respondents are neutral about the training and 7.5 respondents disagree on the training provided by the bank. A mean of 3.73 shows that there is an agreement on trainings provided by the bank related to project management.

Table 4.4.1 General Project management practices

Factors	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
The need and benefit of pm is recognized by the bank	26	65	12	30	2	5	-	-	-	-	4.6
The management provide support for PM development	16	40	19	47.5	4	10	1	2.5	-	-	4.25
The bank provide PM training for the project team	9	22.5	14	35	14	35	3	7.5	-	-	3.73
The bank have standard PM processes and methodologies	5	12.5	13	32.5	18	45	2	5	2	5	3.43
Project managers have intense knowledge base of PM	6	15	30	75	3	7.5	1	2.5	-	-	4.03
PM processes methodologies were applied formally	-	-	23	57.5	15	37.5	2	5	-	-	3.53
Average											3.92

\* \* \*Q= Frequency source: own survey, 2020

In terms of standard project management processes and methodologies the bank used, only 5 or 12.5% of respondents strongly agree, 13 respondents or 32.5% of the respondents agreed on the standard. But 18 respondents that consist 45% of the respondents are neutral about it and 4 participants disagree about the standard that the bank follows. With an average mean score of 3.43% participants are agreed on the standard. Regarding the intense knowledge project managers of the company owns, 15% of respondents strongly agree, 75% agree, 7.5% are neutral and 2.5% disagree. With a mean average of 4.03 respondents have agreed about the knowledge of the project managers. In relation to the formal application of project management processes, methodologies and procedures in the bank 23 respondents or 57.5% of respondents put their agreement, 37.5% of respondents or 15 respondents become neutral and 2 participants hesitate to agree about the formal application. With an average mean of 3.5 we can conclude that there was an agreement about the formal application of processes and methodologies.

#### 4.5 Assessing PM practices using PMBOK

In this study The assessment of project management practices is totally based on project management knowledge areas (PMBOK). This is attained by mean scores of responses from respondents under each knowledge areas. This is presented below

Table 4.5.1 project integration management practice

Factors integration	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
A project charter was developed	8	20	17	42.5	14	35	1	2.5	-	-	3.8
Project management plan was developed	14	35	16	40	8	20	2	5	-	-	4.05
Project work was managed	10	25	20	50	10	25	-	-	-	-	4.00
Project work was monitored and controlled	9	22.5	22	55	9	22.5	-	-	-	-	4.00
Changes were controlled	7	17.5	21	52.5	9	22.5	3	7.5	-	-	3.80
Project knowledge was managed	7	17.5	17	42.5	15	37.5	1	2.5	-	-	3.75
										Average	3.9

\* Q= Frequency source: own survey, 2020

As shown above on table 4.5.1 8(20%) of respondents strongly agreed that a project charter was developed, 17(42.5%) of respondents also agreed on the development of project charter. 14(35%) of respondents were neutral and 1(2.5%) respondent disagree about the project charter development. A mean average score of 3.8 shows that a project charter was developed. Regarding the development of project management plan 14(35%) of respondents strongly agree also 16(40%) of respondents agree on the development of the project plan. 8(20%) of respondents were neutral and 2(5%) of respondents hesitate to agree. This implies that a project management plan was developed.

About the management of the project work 10(25%) of respondents were strongly agree, 20(50%) of respondents were also agreed. Another 10(25%) of respondents were neutral about management of the project work. With a mean average of 4 we can conclude that the project work is managed. In terms of monitoring and controlling project work 9(22.5%) of respondents strongly agreed that the project work was monitored and controlled. 22(55%) of respondents agreed that the project work was monitored and controlled and 9(22.5%) of respondents kept neutral about it. With an average mean of 4 we can conclude that the project work was monitored and controlled. Regarding the control of changes happen in the project 7(17.5%) of respondents were strongly agreed about it, 21(52.5%) of the respondents agreed about the control of changes in the project. 9(22.5%) of respondents kept neutral about it and 3(7.5%) of respondents disagreed about the control of changes in the project. Average mean of 3.80 implies that change was controlled in the project. On the above table regarding the management of knowledge 7(17.5%) of respondents were strongly agreed that knowledge was managed in the project.17(42.5%) of respondents agreed on the knowledge management. Whereas 15(37.5%) of respondents were neutral about it only 1(2.5%) of respondents disagreed about knowledge management this implies that knowledge was managed in the projects. Hence, based on the above description and average mean of 3.9 the factors under project integration management get it was shown that the practice of project integration management is carefully done on IT projects of Bank of Abyssinia.

Table 4.5.2 project Scope management practice

Factors scope	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
Plan scope management was defined	12	30	18	45	8	20	2	5	-	-	4
Requirements were clearly stated	12	30	17	42.5	11	27.5	-	-	-	-	4.03
There was defined scope	10	25	21	52.5	9	22.5	-	-	-	-	4.03
Work breakdown was created	9	22.5	18	45	12	30	1	2.5	-	-	3.88
The scope was validated	9	22.5	18	45	13	32.5	-	-	-	-	3.90
Changes to the scope were controlled	5	12.5	14	35	16	40	5	12.5	-	-	3.48
Average											3.88

\* Q= Frequency

source: own survey, 2020

As shown in the table 4.5.2 above the plan scope management was defined in the project was strongly agreed by 12(30%) of respondents, 18(45%) of respondents also agree, 8(20%) of respondents kept neutral and 2(5%) of respondents disagree about it. An average mean of 4 implies that scope management plan was defined in the project.in response to the question that intended to know whether requirements were clearly stated in the project 12(30%) of respondents strongly agreed,17(42.5%) of them agreed, 11(27.5) were neutral. An average mean of 4.03 shows that requirements were clearly defined in the projects.

Regarding whether there was a defined scope or not the above table shows that 10(25%) of respondents strongly agree, 21(52.5%) of respondents agree, 9 (22.5) kept neutral. An average 4.03 shows that there was a defined scope in the projects. The other one in the table is the creation of WBS (work breakdown structure) 9(22.5%) of respondents strongly agree that there was a created WBS, 18(45%) of respondents also agreed about it,12(30%) of respondents were neutral about work breakdown creation and 1(2.5%) respondent disagreed about it. In response to the question raised to know whether there is a validated scope or not 9(22.5%) of respondents strongly agreed about the scope validity,18(45%) of respondents also agree and 13(32.5%) were neutral about it. The last part of the table was raised in order to know changes to the scope were controlled 5(12.5%) respondents strongly agreed about it, 14(35%) respondents also agree, 16 (40%) respondents were neutral about it and 5(12.5%)respondents disagreed about the control of change.

Based on the above discussion and table with an average mean of 3.88 we can conclude that the practice of project scope management was well practiced by the bank.

Below table 4.5.3 shows the responses collected from respondents in relation with project schedule management.

Table 4.5.3 project Schedule management practice

Factors schedule	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
Plan schedule management was developed	4	10	21	52.5	14	35	1	2.5	-	-	3.70
Activities were defined	8	20	22	55	9	22.5	1	2.5	-	-	3.93
Sequence of activities were defined	12	30	19	47.5	9	22.5	-	-	-	-	4.08
Activity duration was estimated	5	12.5	21	52.5	13	32.5	1	2.5	-	-	3.75
Project schedule was developed	6	15	21	52.5	13	32.5	-	-	-	-	3.83
Schedule was controlled	4	10	20	50	15	37.5	1	2.5	-	-	3.68
										Average	3.82

\* Q= Frequency

source: own survey, 2020

Regarding plan schedule management, we have get an average mean of 3.70 which implies that schedule management plan was developed. Regarding activities, we have get an average mean of 3.93 from respondents which in turn implies activities were defined in IT projects of the bank. Also in the sequence of activities we have got and average mean of 4.08 implying that sequence of activities was defined for the projects. Regarding activity duration, the response shows that an average mean of 3.75 which tells us activity duration was estimated well for the projects. from the above table with an average mean of 3.82 we can conclude that project schedule management is well managed by the projects.

Table 4.5.4 project Cost management practice

Factors cost	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
Plan cost management was developed	6	15	21	52.5	10	25	3	7.5	-	-	3.75
Cost estimates were developed	9	22.5	17	42.5	12	30	2	5	-	-	3.83
Budget was determined	8	20	15	37.5	15	37.5	2	5	-	-	3.73
Costs were controlled	6	15	13	32.5	18	45	3	7.5	-	-	3.55
Average											3.71

\* Q= Frequency

source: own survey, 2020

As Table 4.5.4 shows that the response from the respondents regarding plan cost management have got an average mean value of 3.75 which implies that cost management plan was developed for the projects carried. Regarding costs estimate the response shows that an average mean of 3.83 was obtained implying that cost estimates were developed. In response to the determined budget the respondent's response got an average mean of 3.73 implies that budget was determined for the projects. The other was related to cost control which have got an average mean of 3.55 from respondents that implies costs were controlled in the projects. With an average mean of 3.71 we can conclude that project cost management practice is well practiced in bank of Abyssinia IT projects.

Table 4.5.5 project quality management practice

Factors quality	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
Plan quality management was developed	7	17.5	17	42.5	15	37.5	1	2.5	-	-	3.75
Quality was managed	2	5	23	57.5	14	35	1	2.5	-	-	3.65
Quality was controlled	5	12.5	16	40	17	42.5	2	5	-	-	3.60
Average											3.66

\* Q= Frequency

source: own survey, 2020

In response to the question related to project quality management the above table 4.5.5 shows that plan quality management was developed is agreed by respondents by a mean average of 3.75. regarding the management of quality, a mean average of 3.65 was scored implying that quality was managed in the projects. For the question ‘quality was controlled’ an average mean score of 3.60 is obtained which shows quality was controlled in the projects.

From the above table and discussion, we can conclude that the project quality management practice of the bank is in a good level.

Table 4.5.6 project resource management practice

Factors resource	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
Plan resource management was developed	14	35	12	30	11	27.5	1	2.5	2	5	3.88
Activity resources were estimated	7	17.5	20	50	9	22.5	1	2.5	3	7.5	3.68
Resources were acquired	7	17.5	21	52.5	6	15	3	7.5	3	7.5	3.65
A project team was developed	14	35	16	40	7	17.5	-	-	3	7.5	3.95
The team was managed	11	27.5	23	57.5	4	10	-	-	2	5	4.03
Resources were controlled	6	15	17	42.5	13	32.5	1	2.5	3	7.5	3.55
Average											3.79

\* Q= Frequency

source: own survey, 2020

as the above table 4.5.5 shows the response collected from respondents regarding plan resource management was developed have got an average mean of 3.88 indicating that plan resource management was developed for the projects undertaken. About activity resources were estimated the respondents responds an average mean of 3.68 which also indicates that activity resources were in fact estimated for the projects. In response to the question raised to know whether resources were acquired or not the response have got 3.65 mean average showing that essential resources were acquired for the projects. Regarding the development of the project team respondents were agreed with and average mean of 3.95. by referring this we can conclude that project teams were developed for projects. In accordance with the management of the team respondents were asked

to put their agreement and we got an average mean of 4.03 for it implying that the project team developed for the projects was managed properly. Finally, the respondents were asked to their level of agreement regarding the control of resources dedicated for the projects and we have got an average mean of 3.55 which shows resources were controlled.

Table 4.5.7 project communication management practice

Factors communication	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
Plan communication management was developed	5	12.5	23	57.5	11	27.5	1	2.5	-	-	3.80
Communication was managed	8	20	16	40	15	37.5	1	2.5	-	-	3.78
Communication was controlled	8	20	21	52.5	11	27.5	-	-	-	-	3.93
											3.83

\* Q= Frequency

source: own survey, 2020

Regarding communication management practices of the projects 3 questions were put for respondents to show their level of agreement for the first question plan communication management was developed we have got here an average mean of 3.80 which implies that the plan communication management was developed for the projects. Regarding the management of communication an average mean of 3.78 was scored which implies that communication was managed in the projects. Also there was an average mean of 3.93 agreement for the question communication was controlled. Therefore, based on the above data we can conclude that with an average mean of 3.83 communication management practice is well practiced by the projects under this study.

Table 4.5.8 project risk management practice

Factors risk	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
Plan risk management was developed	3	7.5	18	45	14	35	5	12.5	-	-	3.48
Risks were identified	3	7.5	16	40	13	32.5	6	15	2	5	3.30
Qualitative risk analysis were performed	2	5	9	22.5	19	47.5	8	20	2	5	3.03
Quantitative risk analysis were performed	2	5	14	35	15	37.5	6	15	3	7.5	3.15
Risk response was planned	3	7.5	10	25	18	45	6	15	3	7.5	3.10
Agreed up on risk responses were implemented	1	2.5	14	35	17	42.5	5	12.5	3	7.5	3.13
Risks were monitored	3	7.5	14	35	12	30	8	20	3	7.5	3.15
											3.19

\* Q= Frequency

source: own survey, 2020

In response to risk management practices seven questions were prepared. The first question raised for respondents was whether a risk management plan was developed for projects or not. Regarding this we have got an average mean score of 3.48 which implies there was a developed risk management plan. Regarding whether risks were identified or not we have got an average mean score of 3.30 which implies risks were identified for the project. About qualitative risk analysis were developed we have got an average mean score of 3.03 which implies that qualitative risk analysis is not performed well or in satisfactory way. The other is quantitative risk analysis which got an average mean score of 3.15 which also shows the analysis that was performed for the projects is not well. In response to prepared risk response the respondents response has got an average mean score of 3.10 which in turn implies the prepared risk response is not that much good. Also in agreed up on risk responses implementation we have got an average mean score of 3.13 which shows there was some problem in implementing agreed up on risk responses. The final question raised for respondents were whether risk was monitored or not which got an average mean score of 3.15 showing there was some gaps in monitoring risk. From the above table and

discussion, we can conclude that with an average mean of 3.19 risk management practices were not practiced in a satisfactory way in the projects.

Table 4.5.9 project procurement management practice

Factors procurement	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
Procurement management plan was developed	5	12.5	22	55	8	20	5	12.5	-	-	3.68
Resources were determined	6	15	16	40	12	30	6	15	-	-	3.55
Potential sources were identified	7	17.5	21	52.5	9	22.5	3	7.5	-	-	3.80
											3.67

\* Q= Frequency

source: own survey, 2020

In response to questions raised on project procurement practices, procurement management plan was developed gets an average mean score of 3.68 implying that procurement plan was developed for the projects. Regarding resources an average mean score of 3.55 was scored which implies resources for the project was determined. Regarding potential sources a mean average of 3.80 was scored implying that potential sources were identified. Therefore, we can conclude that project procurement management was practiced in the projects.

Table 4.5.10 project stakeholder management practice

Factors stakeholder	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
Stakeholders were identified	16	40	16	40	8	20	-	-	-	-	4.20
Stakeholder engagement was planned	7	17.5	18	45	14	35	1	2.5	-	-	3.78
Stakeholder engagement was managed	11	27.5	16	40	13	32.5	-	-	-	-	3.95
Stakeholder engagement was Monitored	8	20	16	40	16	40	-	-	-	-	3.80
											3.93

\* Q= Frequency

source: own survey, 2020

As the above table 4.5.10 shows four questions were prepared for respondents to put their level of agreement in relation to project stakeholder management practices of the projects. Regarding stakeholders were identified an average mean score of 4.20 was scored implying that stakeholders of the project were identified well. Regarding stakeholder engagement plan the response collected from respondents have got an average mean score of 3.78 showing that stakeholder engagement was planned for the projects. About the management of stakeholder engagement an average mean score of 3.95 was scored indicating that stakeholder engagement was managed well in the projects. Regarding the monitoring of stakeholder engagement an average mean score of 3.80 was scored indicating that stakeholder engagement was monitored in the projects. With a total average mean score of 3.93 we can conclude that the practice of stakeholder management in the projects were well practiced.

Project management mean and standard deviation

Table 4.5.11 project management knowledge areas mean and SD

No	Knowledge areas	mean	Standard deviation
1	Project integration management	3.9	0.651
2	Project scope management	3.88	0.787
3	Project schedule management	3.82	0.703
4	Project cost management	3.71	0.836
5	Project quality management	3.66	0.725
6	Project resource management	3.79	0.9
7	Project communication management	3.83	0.732
8	Project risk management	3.19	0.964
9	Project procurement management	3.67	0.913
10	Project stakeholder management	3.93	0.766

source: own survey, 2020

As shown above all standard deviations are between zero and one and positive

#### 4.6 Assessing the project's success

Regarding questions related to project success the next table was obtained.

Table 4.6.1 project success

Factors stakeholder	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	Q	%	Q	%	Q	%	Q	%	Q	%	
IT project implementation usually completed within budget	7	17.5	11	27.5	10	25	7	17.5	5	12.5	3.20
Results of IT projects met customers' requirements	7	17.5	21	52.5	8	20	4	10	-	-	3.78
IT projects have contributed to the overall operational performance of the bank	13	32.5	19	47.5	8	20	-	-	-	-	4.13
Project management practices used by BOA was helpful for the overall success of projects	15	37.5	17	42.5	7	17.5	1	2.5	-	-	4.15
											3.8

\* Q= Frequency

source: own survey, 2020

In response to the question raised about IT projects completion within budget an average mean score of 3.2 was gained which implies that projects were completed within budget but with minimum cost overrun. About the results of IT projects met customers' requirements the response from respondents shows an average mean of 3.78 which implies in fact customers' requirements was met. Regarding the contribution of IT projects for the overall operational performance of the bank we have got an average mean of 4.13 which indicates the higher contribution of the projects for the bank. In relation to Project management practices adopted by the bank were helpful for the success of the projects an average mean of 4.15 was obtained showing that project management practices adopted were helpful for the overall success of the projects. From the above table 4.6.1 we can conclude that with an average mean of 3.8 IT projects in the bank are very valuable for the overall performance of the bank and successful in their implementation.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter tries to present the main conclusion reached from the results of the study. The main aim of this study was to assess the project management practices of bank of Abyssinia PMO IT projects. Summaries of the findings, conclusion and recommendations that can help bank of Abyssinia to improve its project management practices in order to boost its competitive advantage are included.

#### 5.2 summary of the findings

Based on the analysis done on chapter four, the next findings were recognized.

- Concerning the general project management practice questions the respondents have put their agreement that the need and benefit of project management is recognized by the bank management. This was evidenced by; the bank has provided support for project management development like providing trainings to its teams, following standard project management processes, trying to put in place project managers who have broaden project management knowledge base.
- Regarding education 60% of respondents have achieved second degree and 40% have first degree indicating that the team members of the projects have sufficient educational qualification to run the project. Whereas the field of study the team members passes through is not related to project management for most of the respondents surprisingly, only 4 or 10% of respondents were learned project management in their educational history.
- About project experience above 45% of respondents or 18 respondents project experience is below 2 years. And 55% of respondents or 28 respondents project experience ranges from 2 up to six years.
- Related to project management trainings provided by the bank, 62.5% of respondents or 25 respondents are not provided with project management trainings. Only 37.5% of respondents or 15 respondents were provided with trainings related to project management by the bank.

- The other finding here is gender mix of the team members. Based on the respondents answer Among the respondents 80% (32) were males and only 20% (8) were females.
- Regarding the knowledge areas, the practice of risk management has got a minimum average mean score.
- project cost management, project quality management and project procurement management have got satisfactory and good average mean score.
- project schedule management, project resource management and project communication management have got a better average mean score.
- Project integration management, project scope management and project stakeholder management have got a very good average mean score.

### 5.3 Conclusions

The main aim of this study was to assess the project management practices of bank of Abyssinia PMO IT projects. The study addressed three research questions and the sections below provide the conclusion drawn from the data regarding each of these questions.

Concluding the findings of project integration management, project scope management and project stakeholder management practices are very well practiced compared to the standard and the other knowledge areas which implies the projects have attained a good practice level in adopting those practices.

Project schedule management, project resource management and project communication management knowledge area practices are also better practiced implying that additional efforts can improve the practices and reached an excellent level of practice.

Project cost management, project quality management and project procurement management are practices on the third place which their level of practice is satisfactory.

The core finding of this study lies on risk management practice that get a minimum mean average score compared to both the standard and the other knowledge areas implying that risk management practice of the bank is low.

Regarding the success of the projects the respondents answer is very positive and got an average mean score of 3.8 which is very similar to the practice level of the project management knowledge

areas in the bank this shows that the good practice of project management practices in the projects helps bank of Abyssinia to improve its project success and performance.

From the finding of the study it is shown that any of the ten project management knowledge areas have not scored an average mean score of 4.

#### 5.4 Recommendation

Before making recommendations here, it must be made clear that any recommendation made here should be viewed as being part of the requirements to give Bank of Abyssinia S.C the “leading commercial bank in east Africa by the year 2030” (Bank of Abyssinia S.C 2019). The application of these recommendations will not transform the bank overnight and will certainly not guarantee the success of projects.

- The first recommendation is that the company and all project members should implement standard risk management practices. Special Efforts should be extended in Developing risk management plan, identifying risks, performing qualitative and quantitative risk analysis, planning risk response, implementing agreed upon risk responses and monitoring risks.
- Efforts should be exerted towards project quality management, project cost management and project procurement management.in order to maintain and improve the current project management practice of the bank.
- The bank should provide project management trainings for its project team members and checking the trainings are in fact addressing team members
- It is recommended that it will be very helpful to enhance the capacity of the program management office in every aspect in order to maintain and improve implementation of standardized project management practices for successful completion of projects.
- The last but not the least focuses should be on implementing all project management knowledge area practices in the bank with a standard, recommending that to achieve excellence in project management and in overall operational performance the bank should empower the program management office in every aspect.

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ADDIS ABABA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF COMMERCE  
Graduate program

Research Questionnaire

Dear Sir/Madam,

I am a project management student at AAU undertaking a research titled “Assessment of project management practices and their impact on project success in case of bank of Abyssinia PMO IT projects” for the partial fulfilment of the requirement of Master of Arts (MA) degree in Project Management. This survey is part of academic research that aims to assess the current level in project management practice of BOA’s PMO and assess the contribution of project management practices on successful implementation of IT projects. The achievement of the research’s aim depends on your cooperation in filling out this survey questionnaire. The first component of the questionnaire is allotted to the demographics of the respondents in terms of age, sex, educational experience, work experience and soon. The second portion of the questionnaire is composed of questions on the ten knowledge areas of project management where you, the respondent is expected to fill simply by ticking on boxes allotted. The third on is composed of questions related to project success.

I am grateful for your time and responses. You are not expected to write your Name. All the information you provide will be kept in strict confidentiality and it will be only used for this academic research only.

I thank you in advance for your priceless cooperation.

Sincerely yours  
Biruk Dage  
+251-915-62-39-51

Part I

General Information

Put your answer by providing a tick mark

1. Gender     male                     female
2. Age         20-30                     31-40                     41-50                     51-60
3. Educational background     Diploma     BA Degree     Master's Degree     Above
4. Field of study                    \_\_\_\_\_
5. Work experience in years                    \_\_\_\_\_
6. Experience in years on projects                    \_\_\_\_\_
7. Current position                    \_\_\_\_\_
8. Have you provided with trainings related to project management by the bank?  
 Yes  
 No  
 If yes, please specify the type of training you received \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

9. Do you have a formal training outside the bank? In project management  
 Yes  
 No  
 If yes, please specify the type and level of the training \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Part II questions on project management knowledge areas and practices

Answer the questions based on your knowledge of practice of project management in your project experience.  
 (5 = Strongly Agree, 4= Agree, 3= neutral, 2= Disagree, 1= strongly Disagree)

<b>General project management practices</b>		5	4	3	2	1
1	Is the need and benefit of project management recognized by the bank management?					
2	Does the management of the bank provide support for project management development?					
3	Does the bank provide project management training for its project management team?					
4	Does the bank have standard project management processes and methodologies?					
5	Do project managers of the bank have intense knowledge base of project management?					
6	Are project management processes, methodologies and procedures applied formally in managing in managing projects?					

<b>Project integration management</b>		5	4	3	2	1
1	A project charter was developed (document that authorize the project and the project manager )					
2	Project management plan was developed ( defining, preparing and coordinating all plan components)					
3	Project work was managed ( performing the work defined in the project management plan)					
4	Project work was monitored and controlled ( tracking, reviewing and reporting project progress)					
5	Changes were controlled					
6	project knowledge was managed (using existing and creating new knowledge to contribute organizational learning)					
<b>Project scope management</b>		5	4	3	2	1
1	Plan scope management was defined (document how the project scope will be defined, validated and controlled)					
2	Requirements were clearly stated ( determining, managing and documenting stakeholder needs and requirements)					
3	There was defined scope ( detailed description of the project)					
4	WBS (work breakdown structure) was created – subdividing project work in to manageable component.					
5	The scope was validated ( formal acceptance of the project deliverable					
6	Changes to the scope were controlled					
<b>Project schedule management</b>		5	4	3	2	1
1	Plan schedule management was developed ( policies & procedures to plan, develop, manage, execute and control project schedule)					
2	Activities were defined ( specific actions to be performed in a given schedule)					
3	Sequence of activities were defined (identifying and documenting r/ship among activities)					
4	Activity duration was estimated (estimating the number of work periods needed to complete individual activities with the estimated resources)					
5	Project Schedule was developed (activity sequences, durations, schedule constraints and resource requirements were analyzed to develop project schedule model)					
6	Schedule was controlled ( monitoring the status of the project to update the schedule and manage schedule base line					
<b>Project cost management</b>		5	4	3	2	1
1	Plan cost management was developed (a plan defining how to estimate, budget, manage, monitor and control costs)					
2	Cost estimates were developed (an approximation of the monetary value of resources)					
3	Determine budget ( establish an authorized cost baseline)					
4	Costs were controlled ( monitoring the status of the project costs and manage cost baseline)					
<b>Project quality management</b>		5	4	3	2	1
1	Plan quality management was developed (document how to demonstrate compliance with quality standards)					
2	Quality was managed (translating quality plan to executable activities)					
3	Quality was controlled (monitoring and recording activities to assess and ensure performance					
<b>Project resource management</b>		5	4	3	2	1
1	Plan resource management was developed ( a plan that defines how to estimate, acquire and manage physical and team resources)					
2.	Activity resources were estimated ( the type and quantities of resources needed)					
3	Resources were acquired ( resources necessary for the project work)					
4	A project team was developed					
5	The team was managed ( tracking performance, providing feedback, resolving issues ..					
6	Resources were controlled (ensuring resources are available as planned monitoring the planned versus actual use of resources					
<b>Project communication management</b>		5	4	3	2	1
1	Plan communication management was developed ( a plan for project communication based on the information needs of each stake holder)					
2	Communication was managed ( ensuring the ultimate disposition of project information )					
3	Communication was monitored ( ensuring the information needs of the project & stakeholders were met)					

<b>Project risk management</b>		5	4	3	2	1
1	Plan risk management was developed ( a plan defining how to conduct risk management )					
2	Risks were identified ( identifying individual and overall project risk)					
3	Qualitative risk analysis were performed (prioritizing risks for further analysis by assessing their probability of occurrence and impact )					
4	Quantitative risk analysis were performed ( numerically analyzing risks on project objectives)					
5	Risk response was planned (options, strategies and actions were addressed to minimize exposure					
6	Agreed up on Risk responses were implemented					
7	Risks were monitored (monitoring the implementation, identifying and analyzing new risks )					
<b>Project procurement management</b>		5	4	3	2	1
1	Procurement management plan was developed					
2	Resources were determined					
3	Potential sources were identified					
<b>Project stakeholder management</b>		5	4	3	2	1
1	Stakeholders were identified					
2	Stakeholder engagement was planned (it was planned to involve stakeholders based on their interest)					
3	stakeholder engagement was managed (there was communication and appropriate r/ship with stake holders)					
4	Stakeholder engagement was monitored ( was modification of strategies and plans possible)					
<b>Part III Questions related to project success</b>						
1	IT projects implementation in BOA usually completed within budget					
2	Results of IT projects in BOA met customers requirements					
3	IT projects has contributed to the overall operational performance of the bank					
4	In general project management practices used by BOA for projects was helpful for the overall success of the project					

If you have any other factor, please specify

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Thank you for your precious time

APPENDIX

1. Cronbach's alpha for all constructs

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.965	.966	54

2. Cronbach's alpha, mean and SD for general project management practices

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.659	.703	6

**Item Statistics**

	Mean	Std. Deviation	N
the need and benefit of project management is recognized by the bank	4.60	.591	40
the management provide support for pm development	4.25	.742	40
the bank provide training for pm team	3.73	.905	40
the bank has a standard pm process and methodologies	3.43	.958	40
project managers have intense knowledge	4.03	.577	40
project management process methodologies and procedure are applied formally	3.53	.599	40

3 Cronbach's alpha, mean and SD for project stakeholder management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.850	.854	6

**Item Statistics**

	Mean	Std. Deviation	N
a project charter was developed	3.80	.791	40
project management plan was developed	4.05	.876	40
project work was managed	4.00	.716	40
project work was monitored and controlled	4.00	.679	40
changes were controlled	3.80	.823	40
project knowledge was managed	3.75	.776	40

4 Cronbach's alpha, mean and SD for project scope management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.897	6

**Item Statistics**

	Mean	Std. Deviation	N
plan scope management was defined	4.00	.847	40
requirements were clearly defined	4.03	.768	40
there was defined scope	4.03	.698	40
work breakdown structure was created	3.88	.791	40
scope was validated	3.90	.744	40
changes to scope were controlled	3.48	.877	40

5 Cronbach's alpha, mean and SD for project schedule management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.836	.835	6

**Item Statistics**

	Mean	Std. Deviation	N
plan schedule management was developed	3.70	.687	40
activities were defined	3.93	.730	40
sequence of activities were defined	4.08	.730	40
activity duration was estimated	3.75	.707	40
project schedule was developed	3.83	.675	40
schedule was controlled	3.68	.694	40

6 Cronbach's alpha, mean and SD for project cost management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.921	4

**Item Statistics**

	Mean	Std. Deviation	N
plan cost management was developed	3.75	.809	40
cost estimates were developed	3.83	.844	40
budget was determined	3.73	.847	40

costs were controlled	3.55	.846	40
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7 Cronbach's alpha, mean and SD for project quality management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.889	3

**Item Statistics**

	Mean	Std. Deviation	N
plan quality management was developed	3.75	.776	40
quality was managed	3.65	.622	40
quality was controlled	3.60	.778	40

8 Cronbach's alpha, mean and SD for project resource management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.913	.915	6

**Item Statistics**

	Mean	Std. Deviation	N
plan resource management was developed	3.88	1.090	40
activity resources were estimated	3.68	1.047	40
resources were acquired	3.65	1.099	40
a project team was developed	3.95	1.108	40
the team was managed	4.03	.920	40
resources were controlled	3.55	1.037	40

9 Cronbach's alpha, mean and SD for project communication management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.862	.864	3

**Item Statistics**

	Mean	Std. Deviation	N
plan communication management was developed	3.80	.687	40
communication was managed	3.78	.800	40
communication was controlled	3.90	.709	40

10 Cronbach's alpha, mean and SD for project risk management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.827	.829	7

**Item Statistics**

	Mean	Std. Deviation	N
plan risk management was developed	3.48	.816	40
risks were identified	3.30	.992	40
qualitative risk analysis were performed	3.03	.920	40
quantitative risk analysis were performed	3.15	1.001	40
risk response was planned	3.10	1.008	40
agreed upon risk responses were implemented	3.13	.939	40
risks were monitored	3.15	1.075	40

11 Cronbach's alpha, mean and SD for project procurement management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.899	3

**Item Statistics**

	Mean	Std. Deviation	N
procurement management plan was developed	3.58	.984	40
resources were determined	3.55	.932	40
potential sources were identified	3.80	.823	40

12 Cronbach's alpha, mean and SD for project stakeholder management

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.949	.949	4

**Item Statistics**

	Mean	Std. Deviation	N
stakeholders were identified	4.20	.758	40
stakeholder engagement was planned	3.78	.768	40
stakeholder engagement was managed	3.95	.783	40
stakeholder engagement was monitored	3.80	.758	40