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

**ASSESSMENT THE IMPLEMENTATION PRACRICES OF PROJECT MANAGEMENT PROCESS
GROUP IN THE CASE OF NEKEMTE-BURE ROAD CONSTRUCTION PROJECT**

**A Research Project Work Submitted to the School of Graduate Studies of Addis Ababa
University in Partial Fulfillment for Master of Arts in Project Management**

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Addis Ababa University

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This is to certify that the research project presented by Ataguad Amsal entitled “**Assessment the Implementation Practices of Project Management Process Group: in the case of Nekemte-Bure Road Construction Project**” and submitted in partial fulfillment of the requirements for the degree of masters of art in project management complies with the regulation of the university and meets the accepted standards with respects to originality and quality.

Signed by Examining Committee

Advisor.....Signature.....Date.....

Examiner (Internal).....SignatureDate.....

Examiner (External).....SignatureDate.....

Chair of Department or Graduate Program Coordinator

STATEMENT OF DECLARATION

I, Atagwad Amsal, declare that this research project entitled “**Assessment the Implementation Practices of Project Management Process Group: in the case of Nekemte-Bure Road Construction Project**” is the outcome of my own effort and study. All sources of materials used for the study have been duly acknowledged. This study has not been presented for a degree in any university.

Student Researcher

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Date

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STATEMENT OF CERTIFICATION

This is to certify that Ataguad Amsal has carried out this project work on the topic entitled **“Assessment the Implementation Practices of Project Management Process Group: in the case of Nekemte-Bure Road Construction Project”** under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Master of Art in Project Management.

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ABSTRACT

Project management process and practices are recognized as an important factor in order to achieve better performance of projects. The purpose of the study was to examine the implementing practices of project management process groups (scoping, planning, launching, monitoring and controlling) and project management performance at Nekemte-Bure road construction projects. The target population for this study were client representatives, consultants and contractor teams, the total population was 128. The sampling techniques that the researcher was used census method. Data was collected from 107 study participants through quantitatively by distributing the questioner paper and qualitatively through interviews. The questionnaire was validated and its internal consistencies were reliable and stable to measure the research results by testing its reliability. The data was processed using statistical package for social science (SPSS, version 20). The quantitative data were analyzed by using descriptive statistical analysis. In descriptive analysis, the data was presented in tabular form and described the situation of the project environments. From the study results, there is a poor implementing practice of project management process, the project is run under the risk of costs overrun and time delay due to poor project management process and practices. Therefore, project manager and team leaders should be taken in to account to ensure that project management process groups are adequately considered and implemented from starting to finish the project work.

Key Words: *Scoping process group, Planning process group, Launching process group, Monitoring and Controlling process group, Project management success.*

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ACRONYMS AND ABBREVIATION

ANRS - Amhara National Regional State

BS - British Standard

CE- Council on Environmental Quality regulations

CPM - Critical Path Method

ERA- Ethiopia Road Authority

GTP - Growth and Transformation Plan

ISO - International Standards Organization

ITNL - International Transportation Networks Limited

NBRP – Nekemte-Bure road project

ONRS - Oromia National Regional State

PG - process groups

PMBOK - Project Management Body of Knowledge

PMI - Project Managements institute

PMLC - Project Management Life Cycle

PMS - Project management success

POS - Project overview statement

PPM - Principle of Project management

POS - Project overview statement

TQM - Total Quality Management

WBS - work break down structure.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The Project Management Institute defines project as a temporary, definitive beginning and definitive end, endeavor undertaken to create a unique product or service (PMI, 2008). The BS ISO(10006:1997) defines a project as a unique process consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost and resources. To achievement of the project specified objectives, utilizing the existing organizational structures and resources, it seeks to manage the project by applying a collection of tools, techniques and processes without adversely disturbing the routine operation of the company (Kerzner, 1989).

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Oisen (1971) stated that project management is the application of a collection of tools and techniques (such as the CPM and matrix organization) to direct the use of diverse resources toward the accomplishment of a unique, complex, one-time task within time, cost and quality constraints. This application of knowledge requires the effective management of the project management processes (PMI PMBOK, 5th en). A process is a set of interrelated actions and activities performed to create a pre-specified product, service or result. Each process is characterized by its inputs, the tools and techniques that can be applied and the resulting outputs.

The project management process group refers specifically the idea of a logic oriented grouping or arrangement of the numerous project management processes as per the concepts laid out in the PMBOK guide. There a very lengthy list of individual process groups that must be accounted for when attempting to succinctly and accurately lay them all out (Robert K. Wysocki, 2014). The name given as because each one contains specific processes that should be performed. To perform the projects by delivering successful products or services in terms of agreed project objectives, project management literature suggests that project management processes are geared towards the delivery

of successful projects (Zulu 2007).The PMI PMBOK process groups are not a project management life cycle, they are the building blocks of every project management life cycle.

Project management processes and practices that would influence project results (Pinto, J. and Mantel .S.J, 1990).Project management processes ensure the effective flow of the project throughout its life cycle. These processes encompass the tools and techniques involved in applying the skills and capabilities. The PMBOK (5thed) describes the nature of project management processes in terms of the integration between the processes, their interactions, and the purposes they serve. Process groups and their constitute process are helps us a guides for applying appropriate project management knowledge's and skills to perform a project with proposed budget, schedule and quality and customer requirements. It is important to promote and evaluate the effectiveness of project team and their performance by using an effective project management processes (Mamoon M. Atout, 2015).

Process Groups are the backbone of the PMBOK Guide in order to successes the project. Project management processes are grouped into five categories known as Project Management Process Groups (or Process Groups).The five project management process groups are: Scoping process group, Planning process group, Launching Process Group, Monitoring & Controlling Process Group and Closing Process Group (Robert K. Wysocki, 7th ed). These five process groups have clear dependencies and are typically performed in each project and highly interact with one another. Individual process groups and individual processes are often iterated prior to completing the project and can have interactions within a process group and among process groups for effective project success.

Project management success may be assessed by different interest groups such as stockholders, managers, customers, employees, and so on. Criteria for measuring project success must therefore reflect different views. Oilsen (1971) suggested that cost, time and quality as the project success criteria bundled into the description. Cleland (1986) suggested that "project success is meaningful only if considered from two vantage points, the degree to which the project's technical performance objective was attained on time and within budget and the contribution that the project made to the strategic mission of the enterprise. Pinto & Slevin (1988) after sampling over 650 project managers, they concluded that “project success” is simply meeting cost, schedule, and performance

specifications. In fact that client satisfaction with the final result has a great deal to do with the perceived success or failure of projects. The accomplishment of project through the application and integration of the project management process of scoping, planning, executing, monitoring & controlling and closing with the aim of satisfying the stakeholders and constituents according to the project's established requirements is very critical for project manager and project team. The processes of Project management is the specific methodology the organizations develop for the management of all systems applications in a company, no matter where in the company such applications may occur, or how large or small they may be (Yazici;2010).The assessment of this studies describe that the implementation practice of project management processes groups and their implication on project management success by applying appropriate statistical method.

1.2 Project Description

The Ethiopian Roads Authority has been established under proclamation 133/1978 for expand, develop and maintain the rural road network to provide greatly improved road access and lower the transport costs for rural communities to facilitate socio-economic development all over the country. For this purpose, the Ethiopian roads authority has performing that 258 km Nekemte (western part of Ethiopia, 335 km from Addis Ababa) to Bure (Northen part of Ethiopia,411 kms from Addis Ababa) road project from gravel road to asphalt concrete level, which links two largest regions of the country-Oromia and Amhara region in the Northwest of Ethiopia. The road projects would connect Nekemte town (East Wollega and Horo Guduru Zones of Oromia National Regional State (ONRS) with Bure town West Gojjam Zone of the Amhara National Regional State (ANRS) along the main rout towards Bahir Dar, capital city of the region. It traverses towns such as, Sasiga, Guto Gida, GidaAyana, Kiramu and Bure. The project is part of the Growth and Transformation Plan (GTP).

The authority (ERA) has been signed contract agreement in 27-March-2016 with two international companies to launch the construction Nekemte-Bure asphalt concrete road construction project. The authority signed the agreement amounting of 5.7 billion Birr funded from World Bank and government of Ethiopia with Spanish IL and FS Transportation Networks Limited-Elsamex S.A (ITNL-Elsamex Joint Venture) and JMC project of Indian international contractor companies respectively with a completion date of three years and maintenance agreement after it completed

constructing the road with five years (total agreement is 8 years). The road has three segments-the 86.1km Nekemte-Gutin-Andode road, the 87.65km Andode-Agamsa road and the 84.5km Agamsa-Bure road cost 21.4 million Br, 20.8 million Br, and 24.6 million birr per km respectively.

1.3 Statement of the Problem

Money construction projects start with good ideas, huge investments and great efforts for the purpose of delivering a product or services. However, most of them were not able to complete within agreed schedule, budget and did not meet stakeholder requirement's (Charvat, J.2003) and project becomes disasters. A major contribution factor to unsuccessful and the projects become distressed is poor and lack of clearly understanding, defining and following a project management process groups (poor scoping, planning, launching, monitoring & controlling and closing) throughout the project life (Pinto, J. K. and Mantel, S. J. 1990).According to Pinto and Slevin (1987), the process of managing a project is a constant challenge to its manager, the project manager from the very beginning to closing .Project management process groups are much powerful activities to determine project success or failure (Robert K.Wysocki,2014).

The Nekemte- Bure road construction projects plays a vital role in the two region's(Oromia and Amhara) of economic and social activities, However, the project status reports(PS report, 2018) indicated that, there is a poor delivery by construction contractors ,do not meet planed time and budget goals and not satisfied customer, fund raiser and client expectation .Currently, it has been plagued with bad publicity of cost overruns, uncontrolled and unrealistic schedules, accidents, poor workmanship, conflict among project team members and communities, stakeholders and there is existing huge amount of scope changes. The socio-economic activity between the two regions becomes a weak due to project delay and gravel road was give way the service. A project's complexity requires its manager to have the ability to address variety of issues of scoping, planning, executing monitoring & controlling and closing processes groups as well as their interaction. These processes give to the organizational background to successfully plan, execute, and manage a well-run project. So, to implement the project successfully and to meet the functional aim of the projects within their planed time, cost quality and label of stakeholder satisfaction, project managers and project teams must clearly understand and defining the project management process groups to all project teams and stakeholders (Mamoon M. Atout, 2015).

1.4 Research Questions

The major research questions to be answered in this research paper are:

- I. How does the scoping process group implementation practices at Nekemte-Bure Road Project?
- II. How to describe the planning process group implementation practices at Nekemte-Bure Road Project?
- III. How does the implementation practices of launching process group at Nekemte-Bure Road Project?
- IV. How does the implementation practice of Project Monitoring & controlling Process to prevent the current situations of Schedule slip, cost overrun and Scope-creep at Nekemte-Bure Road Project?
- V. How to describe the existing project management process success at Nekemte-Bure Road Project?

1.5 Objectives of Study

1.5.1 General Objective

The general objective of this research is to assess the implementation practices of project management process group at Nekemte-Bure Rode Construction Projects.

1.5.2 Specific Objective

The specific objectives of this research:-

1. To assess the existing implementation practice of scoping process groups in Nekemte-Bure Road Project.
2. To describe the planning process practices in Nekemte-Bure Road Project.
3. To examine the existing launching process group implementation practice in Nekemte-Bure Road Project.
4. To assess the monitoring & controlling processes group which have been applied at Nekemte-Bure Road Project.
5. To examine the project management performances of Nekemte-Bure road project.

1.6 Operational Definitions of Key Terms

Project: - refers to a temporary, definitive beginning and definitive end, endeavor undertaken to create a unique product or service.

Process: - is a systematic series of activities directed towards causing an end result such that one or more inputs will be acted upon to create one or more output. A process can utilize any number of tools and techniques.

Process groups: -arrangement of the numerous of interrelated project management processes as per the concepts laid out in the PMBOK guide.

Scoping process groups: - define as, all of the tools, templates, and processes needed to produce a good scoping plan.

Planning process groups: - processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives.

Launching process groups:-all processes related to recruiting and organizing the team and establishing the team communication and operating rules.

Monitoring & controlling process groups: - includes all processes related to the ongoing work of the project to evaluate project status and to take corrective actions.

Knowledge areas: - is an identified area of project management such as time management, cost management, procurement management, stakeholder management and others.

Project management:- is the application of knowledge, skills, tools, and technology to project activities to meet or exceed stakeholder needs and expectations from a project

Project management processes:- is the specific methodology the organizations develop for the management of all systems applications in a company to achieve its objective.

Project management process success: - This focuses upon the project process and, in particular, the successful accomplishment of a project on cost, time, and quality objectives.

Project management process success criteria: -values, on which project success can be measured and evaluated.

1.7 Significance of the Study

A significant body of this research is that it is providing a lot of useful findings which is beneficial for the project management organizational practice. The research paper has great Significance to knowledge associated with project management organizations especially on team performance. This study will also support the project managers and team leaders to understand the factors which contribute to develop a successful project team and achieve project objectives. The tools and techniques develop to assess project management processes groups in the road construction project, teams adding some effort to the significance available matrices for projects improvement areas depending on the project assessment aspects (Watson and Karukonda; 1995). From the perspective of management, this research will help the top management and project leaders to improve their knowledge of the relationships among team effectiveness and team performance associated with different project management processes groups. As a result, they will know about how to develop an effective projects team by adopting the project management processes. On the other hand, this research is expected to encourage the researchers to continue investigation the effective project management processes groups on the project team performance. It will also contribute to the project management processes as students and other researchers can refer it for further research.

1.8 Scope of the Study

This research investigates only to assess the scoping, planning, launching and monitoring & controlling process implementation practices and project performance in terms of time, cost, and quality and level stakeholder satisfactions in Nekemte-Bure road project. It doesn't incorporate closing process groups because the project is ongoing and other related issues. The project has three lots. Lot 1: Nekemte –Anger Gutin –Andhode section (86.10km), lot 2: Andhode -Agamsa section (87.65 km) and lot 3: Agamsa-Bure section (84.56 km) road projects. The two lots (lot 1 and lot 2) are inactive now. So, this project only focuses on the active lot (lot 2) sections. The respondents was only from the three organizations (from ERA, consultants and contractors team) in Nekemte-Bure road project who are involved in the active one, I have not includes others stakeholders.

1.9 Limitation of the Study

The study was focus on only in single projects that undertaken in Ethiopian Roads Authority. The results therefore was limited with regard to generalizations, and therefore, is not a complete representation of the entire Ethiopian urban and rural roads construction industries which signed by Ethiopian roads authority due to shortage of time.

1.10 Organization of the Study

The project work was organized and divides into five chapters. Chapter one which is the introductory part presents background study, project description, statement of the problem, objectives of the study, research questions, scope, limitation and significance of the study. Chapter two comprises of literature review and quotes the various related works done in this area of study, take place about project process groups, project management success and all the important frame works and concepts. Chapter three which is the research methodology part covers research design, target population; sampling techniques, sample size and data collection tools. And chapter four which is data analysis and findings part reveals findings and analysis from both qualitative and quantitative data collected from the instruments are analyzed and described exhaustively. The last chapter, chapter five that is the summery finding, conclusion and recommendation part concludes and recommends.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to present a review of related literature in relation to the research questions being analyzed. The purpose of this study is to assess the project management process group implementation practices and their implication on project performance in the case of Nekemte-Bure road project. This section will elaborate and describe of scoping process groups, planning process groups, launching process groups, monitoring & controlling process groups and project management success critters to evaluate project performance.

2.2. Project Management Process

The processes of project management is the specific methodology, the organizations develop for the management of all systems applications in a company, no matter where in the company such applications may occur or how large or small they may be (Yazici;2010).Project management helps an organization reduce product development time to market, utilize limited resources, handle technological complexity and respond to stakeholder satisfaction and increase global market competition(Cleland, 1998).Even with its significance in business practices, research on project management is still relatively young and lacks theoretical bases and concepts (Shenhar, 2001).To lead a project successfully, a project manager has to become adept a Project management process of scoping, planning, launching, monitoring & controlling and closing(Robert K.Wysocki,201).

Project management process is an administration process for implementation of a project is based on the contract and is targeted on the initial values of the process and the general management of a project. To do so, project managers typically use several tools and techniques to help them orchestrate activities along a project life cycle. Project management process provides an integrated framework for project organization, planning and control which is designed to ensure the timely and cost-effective production of all the end products, maintain acceptable standards of quality and achieve the benefit for which the enterprise investment in the project (David W. Larsen, 2017). Since several studies have suggested that the proper use of project management processes impacts to the success of a project (Might and Fischer, 1985; Pinto and Slevin, 1988).

2.3 Process Groups

2.3.1 Scoping Process Group

The Council on Environmental Quality regulations (CEQ Sec, 1501.7) defines scoping as the early and open process for determining the scope of issues to be addressed and for identifying significant issues related to a proposed action. The Scoping process serves to define the scope of the detailed assessment of the potential impacts of a proposed project and to establish the baseline conditions of the receiving environment. well-defined project scope enables successful completion of a project within the planned time, budget, and quality parameters (R.K. Banda Jr & L. Pretorius, 2016).According to R.K. Banda & L. Pretorius (2016) stated that project scoping efforts focus on defining a project in enough detail to increase the visibility of what needs to be accomplished to meet the requirements of the beneficiaries of project deliverables. The scope must make clear to those involved exactly what product or service will be delivered. Scoping activities ensure projects are given uniform consideration during the project scoping stage consistent with the principles of Project Management (PPM).A number of tools, templates, and processes can be used during the scoping effort of the project. The Scoping process group defines all of the tools, templates, and processes needed to answer two questions: “What will you do?” and “How will you know you did it?”(Robert K.Wysocki, 2014).If you don’t know where you are going, how you will know when and if you ever get there. The process group where most of the project failures originated. Not only is it the most difficult of the five process groups. But it is also the most sloppily executed of the five process groups. All of the scoping effort involves an interaction and collaboration between the client who is requesting a service or product and the project manager who is providing the service or product. According Robert K. Wysocki (2014), the scoping process group includes the following processes:

- ❖ Identifying stakeholders and establish condition of satisfaction.
- ❖ Recruiting the project manager
- ❖ Eliciting the true needs and high-level requirements of the client
- ❖ Documenting the client’s needs
- ❖ Writing a one-page description of the project
- ❖ Gaining senior management approval to plan the project identifying stakeholders.

2.3.2 Planning Process Group

Planning is a very important part of a project regarding project performance and project success. Planning is “working out in broad outlines the things that need to be done and the methods for doing them to accomplish the purpose” (Gulick, 1936). It is a continuous process throughout the delivery of a project (Idoro, 2012). Numerous empirical studies of project management success factors suggested planning as one of the major contributors to project success (Murphy et al. 1974, Slevin & Pinto, 1987).

According to the Project Management Book of Knowledge (PMBOK Guide) Fourth Edition (PMI, 2008), planning processes consist of about 48% of all processes that should be performed by a project manager during the project life cycle. All the project managers are required to prepare a solid project plan and follow this plan all the way to success. Previous studies suggested that organization should improve the performance by focusing the planning (Lemma, 2014). The process of planning through what's more, making unequivocal the targets, objectives, and procedures important to bring the project through its lifecycle to a fruitful end when the project's item, management, or process assumes its legitimate position in the execution of project proprietor methodologies (Cleland & Ireland, 2006, p. 265).

Planning and determination of the ideal project lifecycle for the project being embraced can significantly affect the success of that project (Rahrovani, Chan, & Pinsonneault, 2014). Planning is the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals. There are benefits to spending the effort needed to develop a good project plan for reduces Uncertainty, increases understanding and improves efficiency (Robert K. Wysocki, 2014) Thus, upon the above-mentioned literature, Project planning is the process of deciding ideal strategies, arrangement and timing of project exercises, and obliged assets to boost the possibility for a successful projects.

Extend planning viability can be conceptualized as the degree to which a project accomplishes its arranged targets (Galvin, Gibbs, Sullivan & Williams, 2014). Choices taken amid the planning procedure have been found to affect the plausible result of a project (Arditi, 1985; Clayton, 1989; Syal et al., 1992). It is extremely troublesome or even difficult to know exactly at the underlying

planning stage that what is every one of the exercises that should be done to finish the project and what are their cost and length parameters (Andersen, 1996).To generate good project plans and implement this plan, project manager's and teams must be understand planning processes groups. PMBOK (PMI, 2008: 46) define as the planning process group consists of those processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives. The planning process group includes all processes related to answering two questions: "What will you do?" and "How will you do it?" These processes are as follows:

- Defining all of the work of the project
- Estimating how long it will take to complete the work
- estimating the resources required to complete the work
- Estimating the total cost of the work
- Sequencing the work
- Building the initial project schedule
- Analyzing and adjusting the project schedule
- Writing a risk management plan
- Documenting the project plan
- Gaining senior management approval to launch the project

Each of the processes in the planning process group can be done in a number of ways. The way that they are done may be a function of the PMLC model being used or any of several other factors. Planning process group is the place where the PM, project teams decides what they want, how to do, when to do, who to do, money and time needed and so on. Once these are decided, PM will pen down everything in formal document and gets every one's agreement and move to next phase. This process group is the key phase in all projects and decides the fate of the project.

2.3.3 Launching Process Group

The launching process group consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications (PMBOK, Guide, 5th ed).The overall goal of the launching process group is to set the teams in place to get the work done

efficiently and effectively so that the project stays on target with regard to the scope and previously agreed upon goals. One significant factor contributing to the success of projects is having the right people engaged in the process.

The Launching process group includes all processes related to recruiting and organizing the team and establishing the team operating rules (Robert K.Wysocki, 2014).Many people with different skill sets and experiences are required throughout the life of a project in order to see it through to a successful completion. Assignment of the right people to a project at the right time, as needed, is critical for the project success and the effective utilization of the resources (De Korvin, A., M.F. Shipley, and R. Kleyle, 2002). The project teams are established as soon as they enter into a new project. However, the project can fail if the teams fall short of the selection of right tools and techniques for managing project in construction (Mamoon M.2015).

The Project team is responsible for executing tasks and producing deliverable as outlined in the project management plan (PMP).Teams are set in place to complete work according to stakeholder specifications. Lowe (2009) stated that the performance of the team can be increased by ensuring the basic teamwork principles in the construction. Teams can expand the outputs of individuals through collaboration. Employees who are working in teams become the standard for the organization (Alie, Beam &Carey,1998).Project managers are assigning team projects to employees with opportunities to strengthen their knowledge and develop their skills for project success (Hartenian, 2003).Project team is collection of individuals who are interdependent in the tasks and who share responsibility for the project success(Cohen and Bailey,1999).Teams enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals and resolve the problems(Jones et al., 2007).

Team members enhance the skills, knowledge and abilities while working in teams for project success (Froebel & Marchington, 2005).The greater teamwork increases the chances of the project success and extra effort (Brainin, E, Shamir, 2000).At this stage in the work cycle, any areas of risk or concern are mitigated and change requests are addressed. So, launching process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project plan (Robert K.Wysocki, 2014).The launching process group includes the following processes:

- ✓ Recruiting the project team
- ✓ Writing a project description document
- ✓ Establishing team operating rules
- ✓ Establishing the scope change management process
- ✓ Managing team communications
- ✓ Finalizing the project schedule
- ✓ Writing work packages

2.3.4 Monitoring and Controlling Process Group

Monitoring and Control process is an important process for provides an understanding of the project's progress so that when the project deviates significantly from the plan appropriate corrective actions can be taken. Project monitoring and controlling is a disparate set of processes to review, analyze and report the progress and performance of a project to the baseline plan as well as ensure compliance (Mahmoud.K, 2013).Project monitoring and control is critical to detect the deviation of the project plan and to take appropriate actions, when needed. However, to determine the action which should be taken is not an easy task. There will be an emphasis on monitoring and control of the project against the planned progress. There is a need for project managers to evaluate the application being developed according to an appropriate management approach(Mc Bride T.et.al.2007).

The monitoring and controlling process group addresses the skills needed to review progress and document benchmarks, keeping stakeholders up to date on progress and team performance through reports and on-going documentation contributes to project success. The monitoring and controlling process group consists of those processes required to track, review the progress and performance of a project (PMBOK, Guide, 5th Ed).Project monitoring and controlling process group activities help to keep the project on track.

Project monitoring and controlling, unlike the other process groups, is done from the beginning until the end of the project. These project monitoring and controlling process activities check whether the project is going as planned and whether there are any deviations from the baseline (Robert K.Wysocki, 2014). The monitoring and controlling process group includes all processes

related to answering the question, “How will you know you did it?” “The monitoring and controlling process group includes all processes related to the ongoing work of the project. These processes are as follows (Robert K.Wysocki, 2014).

- ❖ Establishing the project performance and reporting system
- ❖ Monitoring project performance
- ❖ Monitoring risk
- ❖ Reporting project status
- ❖ Processing scope change requests
- ❖ Discovering and solving problems

It occupies the project manager with activities internal to the project team itself and with activities external to the project team and dealing with the client, the sponsor and senior management.

2.4 Process Group Interaction

The process groups are the building blocks of every PMLC. The project management processes are presented as discrete elements with well-defined interfaces. However, in practice process groups have clear dependencies and are typically performed in each project and highly interact with one another. Most experienced project management practitioners recognize there is more than one way to manage a project. The required process groups and their processes are guides for applying appropriate project management knowledge and skills during the project. The application of the project management processes is iterative and many processes are repeated during the project (Robert K.Wysocki, 2014).

The integrative nature of project management requires the monitoring and controlling process group to interact with the other process groups, as shown in figure 2.1. Monitoring and Controlling processes occur at the same time as processes contained within other process groups. Thus, the Monitoring and Controlling Process is pictured as a “background” process group for the other four Process groups, shown in Figure 2.1

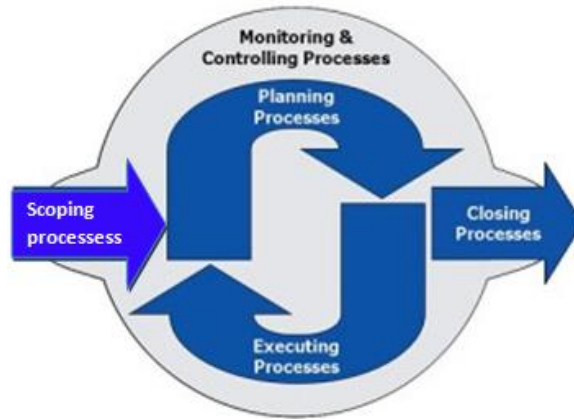


Fig 2.1: Project Management Process Groups (source: MPI, 2008)

Project management process groups are linked by the outputs which are produced. They are overlapping activities that occur throughout the project. The output of one process generally becomes an input to another process or is a deliverable of the project, sub project or project phase. The planning process group provides the launching process group with the project management plan and project documents and as the project progresses. It often creates updates to the project management plan and the project documents. Figure 2.2 illustrates how the process groups interact and shows the level of overlap at various times. If the project is divided into phases, the process groups interact within each phase.

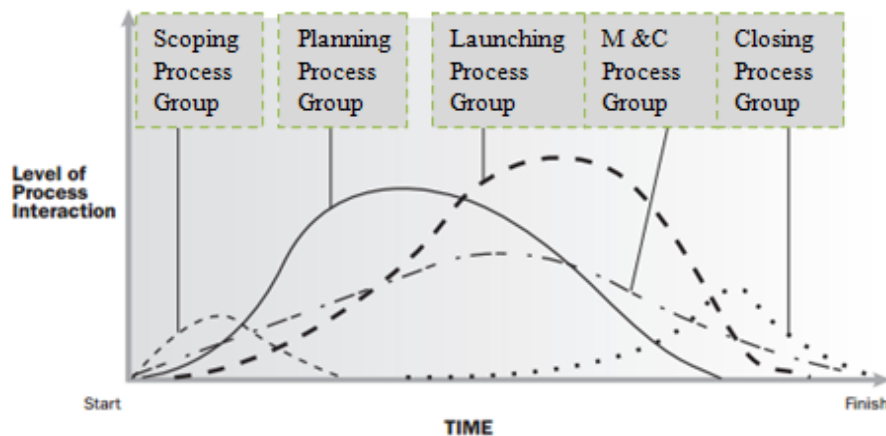


Fig 2.2: Process Groups Interact in a Project Phase (sours.MPI.2008)

Individual process groups and individual processes are often iterated prior to completing the project and can have interactions within a process group and among process groups. But the nature of these

interactions varies from project to project and may or may not be performed in a particular order. An example of this interaction is the exit of a design phase, which requires sponsor acceptance of the design document. Once it is available, the design document provides the product description for the planning and launching process groups in one or more subsequent phases. When a project is divided into phases, the process groups are used as appropriate to effectively drive the project to completion in a controlled manner. In multiphase projects, processes are repeated within each phase until the criteria for phase completion have been satisfied.

2.5 Project Management Process Success

The ultimate purpose of implementing project management process and practices is to achieve consistency in project success. Yet the definition of success is so broad that its meaning varies across the different communities or cultures. There is no agreed definition of project success (Salleh, 2009). Many authors proposed different project success dimensions. Baccarini (1999) discussed the logical framework method, defining project success as the combination of project management success and product success. He suggested that time-cost-performance can be used as criteria for project management success while the goal and purpose of the projects (e.g. customer satisfaction and profit) should be used to measure product success. Which implies the quality and impact of the end product to the end user (in terms of satisfaction of user(s) needs, meeting strategic organizational objectives, satisfaction of stakeholders' need) when a project execution is finished.

PMBOK 4th ed (2008) stated that a project is successful if it achieves the triple objective outcome of within time, scope, and quality. This is the traditional view of project management as used by Munns and Bjeirmi (1996). It implies the successful achievement of time, cost and quality objectives, as well as the quality of the project process. Ashley et al (1987, p 71) defined project success as the results much better than expected or normally observed in terms of cost, schedule, quality, safety and participant satisfaction. Baker et al (1988) defined project success to include technical performance and satisfaction among various key people on the project to clients, project team and users. Power and Dickson (1973) mentioned in their work on managing information systems projects that time, cost and user satisfaction. Lim and Mohamed (1999) cautioned that project managers should not only look at project success as the achievement of some

predetermined project goals, like time, cost, performance, quality and safety, but also consider the users who do not have similar pre-determined goals regarding the project at all. Hence, the expectation on the outcome of the project and the perception of project success or failure will be different for everyone. In the late 1980s, after the introduction of TQM, a project was considered to be a success by not only meeting the internal performance measures of time, cost and technical specifications but also making sure that the project is accepted by the customer and resulted in customers allowing the contractor to use them as a reference. Atkinson (1999) separates success criteria into delivery and post-delivery stages and provides a “square route” to understanding success criteria: iron triangle, information system, benefit (organizational) and benefit (stakeholder community).

The iron triangle has cost, time and quality as its criteria (for the delivery stage). The post-delivery stages comprise: (i) the information system with such criteria as maintainability, reliability, validity, information quality use; (ii) benefit (organizational) such improved efficiency, improved effectiveness, increased profits, strategic goals, organizational learning and reduced waste, (iii) benefit (stakeholder community) includes satisfied users, social and environmental impact, personal development, professional learning, contractors profits, capital suppliers, content project team and economic impact to surrounding community. Lim and Mohamed (1999) describe as project success measurement into ‘micro viewpoint means completion time, completion cost, completion quality, completion performance and completion safety and macro-view point’s includes completion time, completion satisfaction, completion utility and completion operation. Patanakul and Milosevic (2003) describe the project success criteria’s they are grouped in to three: (i) criteria from organizational perspective: resource productivity and organizational learning, (ii) criteria from project perspective: time to market and customer satisfaction and (iii) criteria from personal perspective: personal growth and personal satisfaction. Steinfort (2011, p.3) conclusion that “success needs to be investigated from the perspective of active project team stakeholders as well as from that of their client/benefit recipients and in the theoretical and empirical/practical review of critical success criteria and factors on any project.

As project success depends more on the perceptions of the stakeholders, probably there is no “absolute success “in project management, but simply a “Perceived success” (Baker BN, Fisher D.1998). However, many authors agree on the inclusion of the triple constraint, in an attempt to

define the achievement or attainment of project objectives the project success definition has been studied and developed from the simple attainment of cost, time and quality criteria, also known as the “iron triangle”, or “triple constraint”. These criteria are part of a multi-dimensional variable, which includes factors involving not only the project results, but also the customer’s satisfaction. According to view of traditionally project management success, the three dimensions indicate the degree of the ‘efficiency of project execution’ (Pinkerton 2003). Also called iron triangle.

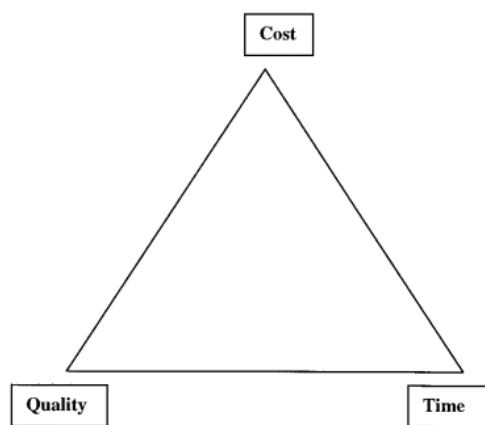


Fig 2.3: The Iron Triangle for measuring project management process (R. Atkinson, 1999)

The three dimensions of time, budget and quality feature in many definitions of project management success. However, time, budget and quality are not sufficient to measure project management success as dimensions. Pinto & Slevin (1988) after sampling over 650 project managers, they concluded that project success is something much more complex than simply meeting cost, schedule, and performance specifications. In fact client satisfaction with the final result has a great deal to do with the perceived success or failure of projects. Satisfaction of the project stakeholder’s expectations also needs to judge the project success (Baccarini 1999). Therefore, extending the traditional triangle (figure 2.3) with stakeholder’s satisfaction (figure 2.4) provides a more complete view of project management success.



Fig 2.4: Project management successes - extended traditional view

(Source: R. Atkinson, 1999)

2.5.1 Project Management Success Criteria

Success criteria for project management are those base values, on which project performance can be measured and evaluated (Görög ,2013).The criteria of project management success have been a variable in numerous studies. There is no mutual agreement on what should be used as the dimensions of project success. I have summarized the literature review of project success criteria in the following table.

Table 2.1: Project management success criteria’s found in literature

Author Name	Title	Year	Success criteria
Ashleyet	Determinants of construction project success.	1998	Schedule, cost, quality, safety and stakeholder satisfaction.
Atkinson	Project Management: Cost, Time and Quality, Two Best Guesses and A Phenomenon, It’s Time to Accept Other Success Criteria.	1999	Time, cost, quality, maintainability, reliably, Profit, Satisfaction of stakeholder, social and environmental impact.
Baccarini	Professional project management: a shift towards learning and a knowledge creating structure	1999	time, cost and quality
Baker,et. al	Factors affecting project success.	1988	Technical performance, stakeholder and client satisfaction.
Lim and	Criteria of project success	1999	Time, cost performance, safety, meeting

Mohaed			strategic goal and stakeholder satisfaction.
Munns and Bjeirmi	The role of project management in achieving project success	1996	Time ,cost ,quality and user satisfaction
Patanakul and Milosevic	Assigning new product projects to multiple-project managers	2006	Time, cost, stakeholder satisfaction, Productivity and organizational learning
PMBOK 4 th ed	Project Management Body of Knowledge (PMBOK	2008	Time ,cost and quality
Power and Dickson	project management: Myths, opinions and realities	1973	Time. Cost, performance, profit and customer satisfaction

Source: literature reviewed

Most research on project success seems to emphasize the three traditional dimensions: time, budget and quality also known as the known ‘triple constraint’ (Pankratz, O. and Basten, D, 2014). However, other factors are emerging in literature, such as measuring success after delivery that involves looking at the benefits or effectiveness of the project from the perspective of the stakeholder (Jugdev, K. and Müller, R., 2005). Different stakeholders will have different needs and priorities and hence, the definition will vary according to the level of their satisfaction. In sum, the stakeholder approach as the dimensions of project success. The pattern of success dimensions from the literature can be categorized into four major groups: 1) completed on time, 2) completed within budget, 3) completed at the desired level of quality and 4) completed on desired level of stakeholder satisfaction.

Time:-success can be measured in terms of meeting the schedule (McCoy, 1986, pinto &Slevin, 1988, turner, 1993).For the time criterion; A project schedule captures the planned dates for activities and milestones. The time success criterion could be measured in terms of schedule over/under run as percentage of the initial plan (Might &Fisher, 1985)

Cost:-success can be measured in terms of meeting the budget (McCoy, 1986, pinto &Slevin, 1988). For the cost criterion I have to focus on a project’s budget. The budgeting process focuses on determining the cost of project activities and establishing a cost baseline. The cost baseline is a

record of the planned cost for a project or project phase. The cost criterion could be measured in terms of cost over/under runs as a percentage of initial budget(Might &Fisher,1985).the setting of the cost objective is easier when the project is procured externally of the project initiating organizations because contract set out the cost target. Whereas for internal project it is much more difficult to obtain an objective target cost when there are no market force operating and there are many costs which should be allocated to the project but are treated as organizational overhead(freeman & Beale,1992).

Quality:-success can be measured in terms of conformance to functional and technical specification (Baker &Murphy 1988, Turner, 1993).A particular attribute of an item, product or service, which meets all minimum project requirements. For the quality criterion I have to focus on the quality of a project's performance and results. In other word the project must produce what is said it would produce (PMI, 2000).Technical performance success depends on to what extent the technical requirement specified at the commencement of the execution phase was achieved (Freedman & Beale 1992).

Stakeholder satisfaction:-(PMI,2000)define project managementm as the application of knowledge,skills, techniques to project activities in order to meet or exceed stakeholder needs and expectation from project. Project stakeholders are individuals and organizations who are actively involved in the project or whose intereste may be positive ly or negatively affected as s result of project execution or successful project completion.To increase complexity even more, within the last decades the concept of project success is approached in relationship with stakeholders' perception (Davis, 2014). Project management teams must identifay the stakeholders,determine what their needs and expectations are and then manage and influence those expectaions to insure a successful prroject.So, stakeholder satisfaction is crucial part of project success.

2.6 Project Management Process Groups and Project Management Success.

In the field of project management, there are two main categories which every project manager will require mastery of in order to succeed the project: knowledge areas and process groups. These two categories are the backbone of the PMBOK guide. Process group are the detailed building blocks of the phases of the PMLC. By properly sequencing and perhaps repeating some process groups, we can define PMLCs that are project management methodologies (Robert K.Wysocki, 2014).

Every project is unique complex, no routine, one-time effort limited by time, budget, resources and performance specifications design to meet customer needs, (Gray, C. F. and Larson, E. W, 2008) and so, the implementation of process groups will necessarily be molded and shaped to fit your project in order to be successful the projects. Where project management is concerned the process groups that are a guiding structure for the managing a project from start to finish. Workflows are built around process groups. By organizing the project work according to process groups, it is clear what preparatory work is required as well as the outcomes and resultant. Sorting project activities into process groups makes it easy to check that everything done for each phase of a project.

2.7 Critical Reviews and Gaps

In the study titled implications of project management processes on the delivery of the construction projects by Mamoon M. Atout (2015). The this research emphasis on determine the role of project management team effectiveness in construction project teams and on the overall construction team and project performance without compromising effectively implementing of project management process group. Zuofa & Ochieng (2014), have emphasis on corruption, inadequate skills or lack of professionalism, inadequate planning or design and management as factors that influence project failure without compromise effectively apply project management process groups. In the study titled Monitoring and Evaluation Function in Achieving Project Success by Charles G. Kamau, Humam Bin Mohamed (2015) is more emphasis on monitoring and evaluation as major factor of project success. He gave less attention to other project management process groups. According to the Project management book of knowledge (PMI, 2008), a project manager is expected to perform project management processes during the project life cycle. Thus there is a need for assess a project management process group that takes into account.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

According to Polit and Hungler (2004), research methodology refers to ways of obtaining, organizing and analyzing the data. Research methodology is coherent group of methods that complement one another and that have the ability to fit to deliver data and findings that will reflect the research question and suit the researcher purpose (Henning, 2004). This chapter presents and discusses the research design, the target population, sampling techniques and sample size, the instruments of data collection, data analysis and presentation techniques which was used.

3.2 Research Design

As described earlier, the overall intent of this research is to examine the implementation practices of project management process groups (scoping, planning, launching, monitoring and controlling) at Nekemte-Bure road construction project. It describes the state of project management process groups at the mentioned project as it exists at present. Hence, for this study, the researcher was adopts a descriptive research design type. Descriptive research involves gathering the data to describe phenomenon or an event it exists at present and then organize, tabulate, depict and describes collected data in the form of graphs and charts in order to help the reader understand the distribution of the data .The study used both the qualitative and quantitative methods. Quantitative research involves studies that make use of statistical analyses to obtain their findings.

3.3 Target Population

The target population of this study was composed from the client (from Ethiopian Roads Authority), project contractor and consultants. The study was covered only permanent employees and who have direct involvement to the project work at Nekemte –Bure road construction project. The available total employees who serve as study respondents were 128(5 client representative, 7 consultants and 116 from project contractor team).

3.4 Sampling Method

In order to achieve the objectives of this research, the researcher interested to use census method. He has addressed all the population of permanent employees and who have direct involvement to the project work.

3.5 Data Collection Instruments and Procedure

Data collection is simply how research information is gathered. To conduct this research study, I used two general approaches for data collection, namely primary and secondary data collection system.

3.5.1 Primary Data Collection

Primary data are collected directly from original sources (Chandran, 2004). To collect primary data for this research, the two methods of questionnaire and personal interviewing was used.

Questionnaires: A questionnaire is a systematic compilation of questions that are submitted to a sampling of population from which information is desired. Questionnaire is a document containing all respondent's answers or reactions. Hernon and Whitman (2001) state that, a questionnaire is a tool designed to ask the same set of questions to several people. Self-administered questionnaire was adopted and distributed to the study participants. A five likert scale survey was used to assess the project management process group implementation practices. Response choices on the questionnaire was coded as 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4=Agree and 5= strongly Agree

Interview: An interview is a special case of social interaction between two or more persons and as such is subject to the same rules and restrictions as other instances of social interactions. According to Kurnar (2005), interview is a common method of collecting information from individuals. It involves face-to-face interaction between the researcher and the informant (s) aims at understanding perspectives of respondents to a given issue. Interview was hold with project client project managers, contractor project manager and from consultant project managers.

3.5.2 Secondary Data Collection

Secondary data is the data that have been already collected by others people and readily available from other sources. Such data are cheaper and more quickly obtainable than the primary data and also may be available when primary data cannot be obtained at all. The researcher has collected secondary data through documents included books, journals, annual performance evaluation reports, performance evaluation formats and procedure manual and other documents through libraries and internet based research produced justifiable results.

3.6 Data Collection Procedure

The data was collected through questionnaire survey and interview. Based on the literature review the questionnaire was adopted for the survey. In this research, the questions in the questionnaire were designed based on the adoption (Robert K.Wysocki, 2014) and self-construction method. After editing and rewording based on comment of my advisor, the questionnaires were distributed to the study participants. The distributed questioners were collected and entered into the Statistical Package for the Social Sciences (SPSS) software to enable the carrying out of the analysis.

3.7 Validity and Reliability of the Instrument

3.7.1 Validity of the Instrument

Validity is the accuracy of the results that can be gotten from data collected using the research tools. Validity is the degree to which an instrument measures what it is supposed to measure. It refers to the appropriateness, meaningfulness and, usefulness of evidence that is used to support the interpretations (Cooper & Schindler, 2003).Validity of the questionnaire was done through consultations with the advisor feedback to minimize errors due to improper design elements question wording ,sequence and sufficient coverage of questions.

3.7.2 Reliability of the Instrument

The reliability of a research instrument is the extent to which the instrument yields the same results on repeated measurements. Reliability test has been done to check whether the questionnaire consistently reflect what it mean measure or not. To test of reliability of the instruments,

Cronbach’s alpha used as a measure of internal scale consistency using SPSS software. A scale is said to have a good reliability, if Cronbach’s higher than 0.7, then the research is considered to be reliable (Churchill and Brown, 2004).Cornbrash’s Alpha for each item are shown on the table (table 3.1). Cornbrash’s Alpha value is 0.725, 0.716, 0.754 and 0.722 for the scoping, planning, launching, monitoring & controlling and project management success respectively.

Table 3.1: Reliability Test

Items	Cronbach's Alpha	N of items	Overall Cronbach’s Alpha
SPG	.712	6	0.914
PPG	.716	11	
LPG	.754	8	
MCPG	.722	7	
PMS	.779	6	

Sours: survey data (SPSS result, 2019)

The value of Cronbach’s alpha for each item is above 0.7. It is acceptable for the research purposes (Nunnally, 1978). So, all values confirm the reliability of the measures.

3.8 Data Processing and Analyzing

After collecting the data, data was processed to meaningful results. Data processing refers to the transformation of respondent’s view into meaning form. Both quantitative and qualitative techniques were used to process and analyze the collected data. The quantitative data that collected from target study was analyzed using IBM Statistical Package for Social Science (SPSS version 20).The researcher was used descriptive statistics method such frequency, mean and standard deviation for the data analysis and the data was presented using frequency tables. Quantitative statistical analysis for questionnaire was done by the following steps used to transform quantitative data into meaningful form

3.8.1 Data Editing

Editing of data is a process of examining the collected raw data to detect any errors and omissions and to correct them when possible. The act of editing is done during data collection and even after collection of data that is immediately after interviews. Filled or answered questionnaires

was checked to ensure that all answers given are coherently and were logically recorded to provide sufficient information. This has enabled the researcher to cross examine the relationship between the questions and the corresponding responses in order to ensure accuracy, consistency and uniformity.

3.8.2 Data Coding or Categorizing

Coding is assigning a symbol or a number to a response for identification purposes. The information of every respondent was established. The aim is to identify and classify the answers to meaningful information. Therefore, coding has enabled the researcher to classify the responses into meaningful categories to bring out their essential pattern. After coding, tabulation was used to analyze data.

3.8.3 Data Entry

After coding the data, the data was entered to computer. Since computer is used in coming up with summary frequency tables and subsequent data analysis, the responses are transcribed from each coded data collection instrument into computer. The Statistical Package for Social Science software was used in this research. The use of computer for a data processing and analysis is recommended particularly if the data is complex or multiple analyses are to performed or if large number of respondents is involved (Gayand Airasian' 2003).

3. 8.4 Data Presentation

After data or responses has been entered into computer, there is data presentation or data was summarized or condense so that there can be analysis. The data was present through frequency tables (descriptive statistics tool). Tables was used to summarize data using a layout of rows and columns and the choice of when to use them for data presentation. The qualitative data collecting through the interviews was analyzed through qualitatively by setting responses for respondents based on which response that was repeated several times. The researcher was presented the implementation practices of project management process groups and project management performance at Nekemte- Bure road construction project.

3.9 Research Ethics

Ethics are norms or standards of behavior that guide moral choices about our behavior and our relationships with others. The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities. All participants were informed about the purpose of the study through verbal explanations. The researcher had kept the highest standard of ethics at all times during engagement with the research participants. All parties in research (the researcher and the respondent) have observed ethical behavior. Research ethics was put into consideration when developing and administering data collection tools and techniques and interpreting the results such as avoid any form of destruction or violation, avoiding misrepresenting results, ensuring respondent confidentiality with exercising legal liability.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents research analysis and discussion of the assessment of project management process group implementation practices and project management success at Nekemte-Burue road construction project by analyzed the data from questionnaires and interviews. The data was analyzed based on the research objectives and questionnaire items using a statistical tool to generate frequency distribution, means, percent and standard deviations in tabular form and the results were presented. This chapter is organized in to demographic characteristics of the study participants, analysis of distribution of responses of respondents among scoping process group, planning process group, launching process group and Monitoring & controlling processes group and project management performance.

4.2 Response Rate

The response rate is the extent to which the final set of data includes sample members and is calculated from the number of people with whom filled and returned the questionnaires divided by the total number of people in the entire Sample, including those who refused to participate and those who were unavailable (Koltler, 1997).

The studies targeted were 128 participants; however, 14 respondents were not returned the paper and 7 returned questionnaire papers were not filled and I rejected. Only 107 participants were correctly filled and returned the questionnaires. The response rate which equals to 83.59%. According to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent, this response was considered excellent for analysis and reporting.

4.3 Missing Value Test

Missing test is used to assess whether the data is missed or not. The tables 4.1 show that, there is no missing value.

Table 4.1: Missing Value Test

Item	N	Mean	Std. Deviation	Missing
SPG	107	2.4875	.74736	.0
PPG	107	2.6754	.59313	.0
LPG	107	2.3470	.56120	.0
MCPG	107	2.3965	.70268	.0
PMS	107	2.3396	.79203	.0

Source: survey data (2019)

4.4 Demographic Characteristics of Respondent

4.4.1 Gender

The age distributions of the respondents were asked to them to indicate their gender and the results are shown below the table 4.2, from the findings, 80.4 % of the respondents were male and 19.6% were female. This indicating that Nekemte-Bure road project has more male employees compare to female employees.

Table 4.2: Gender of respondents

Gender	Frequency	Percent
Male	86	80.4
Valid Female	21	19.6
Total	107	100.0

Source: Survey Data (2019)

4.4.2 Age Group

The respondents were asked to indicate the age group the belonged to and the results are as shown. Table 4.3 shows that, 3.7% of the respondents are below 25 years of age, 35.5% are between 25-30 years, 32.7% are between 31-35 years, 16.8 % are between 36-40 years while 11.2 % are 41years and above. This indicated that majority of the respondents are aged between 25-30 years (35.5%) and the next between 31-35 years (32.7%).This indicated that, most of project memberships are youths.

Table 4.3: Age distribution of survey respondents

Age group	Frequency	Percentage
Below 25 years	4	3.7
25-30 years	38	35.5
Valid 31-35 years	35	32.7
36-40 years	18	16.8
41 and above	12	11.2
Total	107	100.0

Source: Survey Data (2019)

4.4.3 Educational Label of Respondent

As shown from the table 4.4, 27.1 % of the respondents had a diploma, 60.7% of respondents had a degree while 12.1% had postgraduate degree (masters). This indicates that most of project employees hold a degree. Respondents that had degree and masters take some project management courses when compared to respondents who have a diploma.

Table 4.4: Educational label of respondents

Educational label	Frequency	Percent	Valid Percent
Diploma	29	27.1	27.1
Valid Degree	65	60.7	60.7
Masters	13	12.1	12.1
Total	107	100.0	100.0

Source: Survey Data (2019)

4.4.4 Occupation of Respondents in the Project Work

As the result of the survey data (table 4.5), 87.9 % of the respondents had worked on the project site as employee who are recruiting by contractor project managers, 5.6% of respondents are part of the consultant team of architects, engineers, engineer assistant, quantity surveyor, environmental assistance and assistant project managers, 1.9% Manager (consultant project manager and contractor project manager) and remaining 4.7% are client representative from Ethiopian roads authority. This implies that most of respondents are from core project team who performed project activities.

Table 4.5: Occupation of respondents

Occupation of respondents	Frequency	Percent	Valid Percent
Employee/staff	94	87.9	87.9
Manager	2	1.9	1.9
Valid Consultant	6	5.6	5.6
Client representative	5	4.7	4.7
Total	107	100.0	100.0

Source: Survey Data (2019)

4.4.5 Work Experience of Respondent's in Nekemte-Bure road project

Table 4.6 shows that, the level of work experience of the respondents in Nekemte –Bure road project. From findings, 71% of the respondents had 3 and above years' of work experience in the project at Nekemte-Bure road project , and 19.6 % of respondents had 2-3 years experiences, 6.5% of respondents had 1-2 year experiences and 2.8 % of respondent had less than one year. From the result, 90.6 % of respondents had above 2 years work experiences in the project organization .It shows that the participants were well experienced in providing reviews about the project management process group implementation practices and to evaluate project management performance.

Table 4.6: work experience of the respondents in Nekemte-Bure road project

Time duration	Frequency	Percent	Valid Percent
Less than 1 year	3	2.8	2.8
1-2 years	7	6.5	6.5
Valid 2-3 years	21	19.6	19.6
3 years and above	76	71.0	71.0
Total	107	100.0	100.0

Source: Survey Data (2019)

4. 5 Data Analysis of Project Management Process Group Implementation Practices and Project Management Performance at Nekemte –Bure Road Project

4.5.1 Implementation Practices of Scoping Proses Group

The researcher was asked the implementation practices of scoping process groups at Nekemte – Bure road project to the respondents on a rate of 5-point likert scale with 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= strongly Agree was presented .Frequency, mean and Percentage and standard deviation were used to analyze the study data as shown in table 4.7.

Where:

- Frequency (f) = Number of respondents who agreed on the corresponding rating point
- Mean = Average rating given by respondents.
- Percentage (%) = Percentage of respondents to be agreed from total respondents
- Standard deviation= tell how measurements for a group are spread out from the mean.

Table 4.7: Result data for Scoping proses group

Scoping process group	Frequency of respondents		Percentage	Mean	S.d
All stakeholders are identifying at the beginning of the project and established condition of satisfaction.	S.D	21	19.6	2.46	1.09
	D	42	39.3		
	N	21	19.6		
	A	20	18.7		
	S.A	3	2.8		
	Total	107	100.0		
The project manager is recruiting at early stage of the project.	S.D	13	12.15	3.37	1.16
	D	12	11.24		
	N	25	23.36		
	A	36	33.60		
	S.A	21	19.62		
	Total	107	100.0		
Elicited the true needs and high-level requirements of the client.	S.D	31	29.0	2.36	1.20
	D	33	30.8		
	N	23	21.5		
	A	13	12.1		
	S,A	7	6.5		
	Total	100	100.0		
Defining and documenting Stakeholders' needs to	S.D	16	15.0		
	D	44	41.1		
	N	25	23.4		

meet the project objectives.	A	14	13.1	2.57	1.12
	S.A	8	7.5		
	Total	107	100.0		
There was a clear description (POS) of the project.	S.D	19	17.8	2.49	1.08
	D	42	39.3		
	N	26	24.3		
	A	15	14.0		
	S.A	5	4.7		
	Total	107	100.0		
The project gets gaining senior management approval to plan the project.	S.D	20	18.7	2.64	1.23
	D	36	33.6		
	N	23	21.5		
	A	18	16.8		
	S.A	10	9.3		
	Total	107	100.0		
Total N=107, Aggregate Mean (μ) = 2.487, S.d =1.151					

Source: survey data (2019)

From the above table 4.7, respondents were asked whether identifying the stakeholders and established condition of satisfaction at the beginning in Nekemte–Bure road project or not. With regarding to this statement, 63(58.9%) respondents were disagreed, 21 (19.6%) respondents were kept neutral and the remaining 23 (21.5%) respondents were agreed. The mean value of the respondents for this statement is 2.46 with the standard deviation value of 1.09. This result indicates most of responses were strongly disagree and disagree in the identification of stakeholders and establish condition of satisfaction at the beginning of the project. This implies that, the stakeholders were not identifies at the beginning and condition of satisfaction of the stakeholders was not established at early stage of the project. But the literatures suggest that all stakeholders should be identified at the early stage of project and condition of satisfaction for the stakeholders must be made before starting the project.

For recruiting project manager at the early stage of the project, 57(53.2%) respondents were agreed, 25(23.36%) respondents were kept neutral and 25(23.36%) were agreed. The mean value of respondents for the project manager is recruiting at early stage of the project is 3.37 and the standard deviation value of 1.16. This indecent most of respondents were agreed on this and project manager was recruited at early stage of the project. The response of the respondents for eliciting the true needs and high-level requirements of the client was analyzed, regarding to this implementing practices,64(59.8%) respondents were disagreed, and 23 (21.5%) neutral and 20

(18.6%) respondents were agreed. The respondents mean response value for elicited the true needs and high-level requirements of the client is 2.26 and the standard deviation is 1.20, the result indicates most of respondents disagreed in this process implementation practices. As the table shown, the respondents were asked about defining and documenting stakeholders' needs to meet the project objectives. From frequency table, 60(56.1%) respondents response was disagreed, 25(23.4%) respondents response was neutral and the remaining 22(20.6%) were agreed. From this result, most of respondents were disagreed. The mean value of respondents is 2.57 and standard deviation value of 1.12. This implies that, there are no defining and documenting stakeholders' needs. However, money scholars suggest that requirements elicitation is the first task that the project manager and client will face in the life of the project .The project manager should be prepare the client to engage in the elicitation, decomposition the requirement, and documenting the client needs. The average value of respondents for a clear description (POS) of the project is 2.49 with the standard deviation 1.08. Most of respondents, 61(57.1%) were disagreed. This indicated that, the project had not project overview statement. But Robert K.Wysocki (2014) suggest the every project should have project overview stamen that used to clearly state what is to be done in the project and for secure senior management's approval and the resources needed to develop a detailed project plan.

The project got senior management approval to plan the project with the mean value of respondents of 2.64 and the standard deviation value of 1.23. For this items, 56(52.3%) were disagreed, 23 (21.5%) were neutral and the remaining 26(26.1%) respondents were agreed. This indicates to approve the project plan, not all core participants were exist during review the scoping document and to approve it. According to Robert K.Wysocki (2014).the core participants to approve the scope document to plan it, core project team, project team, project manager, resource managers, function or process managers and client must be participate.

The aggregated mean value of 107 respondents about the implementing practice of scoping process at Nekemte-Bure road construction project is 2.487 with standard deviation of 1.151. This mean value is less than the 5 likert scale mean(3) for this study implying. Project scoping process is detailed assessment of the potential impacts of a proposed project and to establish the baseline conditions of the receiving environment. This indicated that, there is inadequate knowledge on the

scoping process groups to define all tools, templates and process and the implementing practice is low.

From the result of interviews the activity such as identification of all stakeholders, the needs and requirements of the stakeholders was not performed, there is no defining and documenting stakeholders' needs to meet the project objectives due to this, the community who live in near to the project raised the conflict in many times for right of ways, compensation payment for land, design change and other benefits from the project. The project has not project overview statement for gaining approval to plan the project.

4.5.2 Implementation Practices of Planning Proses Group

The planning process groups of project management that was asked the respondents and their response at Nekemte-Bure road projects has shown below on table 4.8.

Table 4.8: Result data of planning proses group

Planning process groups	Frequency of respondents		Percentage	Mean	S.d
It was defined all of the work of the project in earlier.	S.D	23	21.5	2.60	1.25
	D	34	31.8		
	N	23	21.5		
	A	17	15.9		
	S.A	10	9.3		
	Total	107	100.0		
There is a clear project work brake down (WBS) structure.	S.D	15	14.0	2.83	1.18
	D	28	26.2		
	N	36	33.6		
	A	16	15.0		
	S.A	12	11.2		
	Total	107	100.0		
There is a clear Sequencing of the work.	S.D	18	16.8	2.64	1.15
	D	34	31.8		
	N	33	30.8		
	A	13	12.1		
	S.A	9	8.4		
	Total	100	100.0		
The project has realistic estimated time schedules for how long it will take to complete the work.	S.D	22	20.6	2.65	1.24
	D	32	29.9		
	N	23	21.5		
	A	21	19.6		
	S.A	9	8.4		
	Total	100	100.0		

The project has realistic estimated resources required to complete the work (human, material...).	S.D	27	25.2	2.36	1.14
	D	38	35.5		
	N	24	22.4		
	A	12	11.2		
	S.A	6	5.5		
	Total	107	100.0		
The project has realistic estimated total cost of the work.	S.D	17	15.9	2.46	1.15
	D	35	32.7		
	N	31	29.0		
Project has the initially built project schedule.	A	15	14.0	3.36	1.17
	S.A	9	8.4		
	Total	105	100.0		
	S.D	13	12.1		
	D	14	13.0		
	N	21	19.6		
	A	39	36.4		
	S.A	20	18.7		
Total	107	100.0			
Project manager's able to analyzing and adjusting the project schedule.	S.D	16	15.0	2.78	1.12
	D	34	31.8		
	N	27	25.2		
	A	18	16.8		
	S.A	12	11.2		
	Total	107	100.0		
The project has active risk management and is flexible enough to respond to unforeseen hazards and opportunities.	S.D	18	16.8	2.45	1.14
	D	36	33.6		
	N	22	20.6		
	A	27	25.2		
	S.A	4	3.7		
	Total	107	100.0		
Project has a clear document of the project plan.	S.D	12	11.2	2.7	1.04
	D	38	35.5		
	N	32	29.9		
	A	20	18.7		
	S.A	5	4.7		
	Total	107	100.0		
The project has gaining senior management approval to launch the project.	S.D	11	10.28	3.36	1.04
	D	17	15.9		
	N	21	18.6		
	A	39	34.4		
	S.A	19	17.8		
	Total	107	100.0		
Total N=107, Aggregate Mean (μ) = 2.54, S.d = 1.16					

Source: survey data (2019)

The result from table 4.8 show that, whether the planning process groups were implemented or not at Nekemte-Bure road construction project.

Form the frequency table, the response of respondent for the first item, number of respondent's that were disagree to defined all of the work of the project in earlier was 57(53.3%),neutral respondents were 23(21.5%) and the respondents that were agreed on the statement were 27(25.2%). The mean value of this item for all respondents is 2.60 with the standard deviation of 1.25. This result indicates that most of participants were disagreed on defining the project work before starting the project. The respondents of the study also asked about the work brake down (WBS) structure of the project work. As from result, 43(40.2%) respondents were not agreed, 36(33.6%) respondents were kept neutral and 28(26.2%) were agreed. The mean value of the respondents is 2.83 with the standard deviation value of 1.18. Majority of respondents were disagreed on this activate. This result show that, most of respondent believe that there is no detail and a clear work break dawn structure of project works.

The participants were shared their opinion about sequencing of the project work. From the above table, 52(48.6%) respondents were disagreed, 33(30.8%) were neutral and the remaining 22(20.5%) were agreed. The mean value of all respondents for this item statement is 2.64 and the standard deviation value is 1.15. This implies that majority of participants were not agreed on projects activities were not in put in a clear sequence manner. However project management bodies of knowledge (PMI, 2004) recommend that every project should have work breakdown stature to easily allocate the resource and to manage it. In order to meet the project objective's, the project works should be clearly defined and set in sequentially based on the schedule before starting the project. The view of the respondents about the project has realistic estimated time schedules for how long it will take to complete the work also has been assessed. From 107 total participants, 30(28%) respondents were agreed, 23(21.5%) were kept neutral and 54(50.5%) were disagreed. The mean value of all respondents is 2.60 and standard deviation vale is 1.24.This indicated that the view of majority respondents were there was not realistic the estimation of time schedules to complete the project based on agreed time.

The response of participants about the project has realistic estimated total cost of the work also assessed. As the result indicates, 52(88.6%) respondents were disagreed, 31(29.0%) were neutral

and 24(22.4%) were agreed. The mean value of this statement is 2.45 with the standard deviation of 1.15. This result indicated the project has not realistic estimated total cost to complete it. Regarding to the other resource estimation (estimation of human, materials) to perform the project activities also has been assessed. The response of the respondents for this item from the above table, 65(60.7%) respondents were disagreed, 24(22.4%) respondents were neutral and 18 (16.7%) were agreed. The mean value of the response for this item is 2.36 with standard deviation value of 1.14. From this result, most of respondents were disagreed on project has realistic estimated resource to perform the project activities. Toni M. Somers and Klara Nelson and (2001) stated that resource like human, material, finance and time are the critical factors for effectively implement the project work.

The respondent's responses that were asked regarding to project has the initially built project schedule have analyzed. 27(25.15) respondents were not agreed, 21(19.6%) respondents were neutral and 59(55.1%) respondents were agreed. The mean value of the respondents is 3.36 with the standard deviation value of 1.17. This indicate that project has initially built project schedules. Respondents also gave their perception about the project managers that able to analyzing and adjusting the project schedule. From frequency table, 50(46.7%) respondents were disagreed, 27(25.2%) respondents were neutral and 30(28%) respondents were agreed. The mean value of this item is 2.78 and the standard deviation is 1.12. This implies that the project manager was unable to analyzing and adjusting the project schedule.

The respondent's response that were asked about the existing of active risk management plan and is flexible enough to respond to unforeseen hazards and opportunities have analyzed. 31 (28.9%) respondents were agreed, 22(20.6%) respondents were neutral and 54(50.4%) respondents were not agreed. The mean value of the respondents for this item is 2, 45 with the standard deviation value of 1.14. This finding indicate that most of respondents believed that there is no formal and documented risk management process and practices. However, Risk management is one of the ten primary areas of the Project Management Body of Knowledge (PMBOK) (Raz & Michael, 2001). Mohammad Reza Ghaelia (2017) stated that, risk management process plays an important role on the success of the any project.

The respondent also gave their opinion about the document of project plan. Regarding to the document of project plan, number of respondents that were disagree is 50(46.7), neutral is 32(29.9%) and number of respondents that were agree were 25(23.4%). The mean value of this practice is 2.70 and the standard deviation value is 1.04. This indicates the project has no clear project plan document. But Project planning is most critical process used to guide both project execution & control increased the likelihood of a project meeting financial goal (PMI.2004). Finally the researchers have passed the project senior management approval process to launch the project. From here, 28(26.18%) respondents were disagreed, 21(18.6%) respondents were neutral and 58(52.2%) were agreed the mean value of this item is 3.36 and standard deviation is 1.04. This result indicates that the project was approved by senior manager to launch it

The aggregated mean value of planning process groups is 2.54 and standard deviation is 1.161. This result indicates most of response were strongly disagree and disagree and because, the mean value of all planning process group activities is less than 3 (neutral). The interview result indicated that, the project planning process were not sufficient implemented. The project has not realistic estimated time schedules and resources required to complete the work. The culture of risk identification process is poor and the project has not dynamic risk management to response the occurred risk.

4.5.3 Implementation Practices of Launching Proses Group

As illustrated on the table 4.9 below, the study participants were gave their opinions with a 5 likert scale (1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree) to assess the launching process group implementation practices at Nekemte -Bure road construction project

Table 4.9: Result data of launching proses group

Launching process groups	Frequency of respondents		Percentage	Mean	S.d
Project managers follow proper selection and recruiting of the project team.	S.D	28	26.2	2.14	0.98
	D	50	46.7		
	N	18	16.8		
	A	8	7.5		
	S.A	3	2.8		
	Total	107	100.0		

There is a written project description document.	S.D	18	16.8	2.42	0.96
	D	42	39.3		
	N	33	30.8		
	A	12	11.2		
	S.A	2	1.9		
	Total	107	100.0		
There is an established team operating rules in a place.	S.D	21	19.6	2.27	0.97
	D	29	27.1		
	N	24	22.4		
	A	29	27.1		
	S.A	4	3.7		
	Total	107	100.0		
Scope change management process is established and there is in place.	S.D	18	16.8	2.36	0.95
	D	48	44.9		
	N	29	27.1		
	A	9	8.4		
	S.A	3	2.8		
	Total	107	100.0		
Project managers able to manage team communications with effectively.	S.D	17	15.9	2.30	0.77
	D	54	50.4		
	N	29	27.1		
	A	6	5.6		
	S.A	1	0.9		
	Total	107	100.0		
Project has finalized project schedule to deliver the project activities.	S.D	18	16.8	2.29	0.93
	D	53	49.5		
	N	27	25.2		
	A	5	4.7		
	S.A	4	3.7		
	Total	100	100.0		
There is written document about work packages.	S.D	9	8.4	2.39	0.76
	D	53	51.4		
	N	36	33.6		
	A	6	5.6		
	S.A	1	0.9		
	Total	107	100.0		
The project has clear and regular communications between all parties.	S.D	12	11.2	2.61	1.01
	D	42	39.3		
	N	35	32.7		
	A	12	11.2		
	S.A	6	5.6		
	Total	107	100.0		
Total N=107, Aggregated mean(μ)=2.35, S.d= 0.921					

Source: survey data (2019)

From the table 4.9, the agreed response of the respondents for project managers follow proper selection and recruiting of the project team is 11 (10.3%), neutral is 18(16.8% and disagree is 78(72.9%).most of respondent's opinions for this item is disagree. The mean value of this item is 2.14 and the standard deviation is 0.98. This finding shows that project managers did not follow proper selection procedure to recruiting project team. From the literature, effectively selected and assign the right people to a project at the right time, as needed, is critical for the project success and the effective utilization of the resources (De Korvin, A., M.F. Shipley, and R. Kleylye, 2002).

Study participants also gave their views about written project description document in a place. The response of the respondents that were disagreed is 60(56.1%), neutral is 33 (30.8%) and agreed is 14(13.1%). The mean value of this statement is 2.42 and the standard deviation is 0.96.This means most of respondents were disagreed. But one of the first things the project manager will want to do is make sure every team member has the same understanding of what the project is all about (Robert K.Wysocki, 2014).

Also, the researcher has assessed team operating rules. The agreed responses for study respondent for the team operating rules is 33 (30.8%), neutral is 24(22.4%) and disagree is 50(46.5%). The mean value of this item is 2.27 and standard deviation is 0.97.This finding show that there is no team operating rules. However during the implementation of project, team operation rule should be in place for the purpose of problem solving, decision making, conflict resolution and consensus building (Robert K.Wysocki, 2014).

The study assessed the scope change management process is established and there is in place. For this item, 66(61.7%) of respondents were disagreed, 29 (27.1%) were neutrals and 12(11.2%) were agreed. Majority of the response was disagreed. The mean value of this item is 2.36 and the standard deviation is 0.95.This indicate, there is no scope change management process in place. According to project management body of knowledge (PMI, 2008), scoop management process is one of the knowledge area for effective project management.

The research study also reviewed the communication ways of project teams. The response of respondents for this item, 71(66.3%) respondents were disagreed, 29(27.1%) were neutral and

7(6.5%) respondents were agreed. The mean value of all respondents for this item is 2.30 with the standard deviation value of 0.77). So, as shown the result, there is no effective communication ways. From qualitative data, the even the three project organizations was met at once per month for exchange the information about the project status. About the Project has finalized project schedule to deliver the project activities have been assessed. From the frequency table 4.10, number of respondents that were agreed is 9(8.4%), number of respondents that were kept neutral is 27(22.2%) and the number of respondents that were disagreed is 71(66.3%).The mean value of this item is 2.29 with the standard deviation is 0.93.This result implies that the activity of the project were not delivered according to their schedule.

Finally, the researcher has critiqued that the project has clear and regular communications between all parties. From the table 4.10, 54(50.9%) respondents were not agreed, 35(32.7%) were neutral and 18(16.8%) were agreed. The mean value of all respondents for this item is 2.62 with standard deviation value of 1.01.the result indicates there is no regular communication between project parties. As the result of interviews, due to lack of full stakeholder identification and improper selection criteria of project implementing teams, there was great conflict. The project has not documented team operating rules and the project has not accepted scope changes (design changes) came from stakeholders.

4.5.4 Implementation Practices of Monitoring &Controlling Proses Group at Nekemte Bure Road Project

Table 4.10 shows that, the respondent’s responses of implementing practices of monitoring and controlling activities at Nekemte-Bure road construction project.

Table 4.10: Result data of Monitoring & controlling proses group

M & C Process group	Frequency of respondents		Percentage	Mean	S.d
Project has clearly established project performance and reporting system.	S.D	28	26.2	2.23	1.06
	D	44	41.1		
	N	22	20.6		
	A	8	7.5		
	S.A	5	4.7		
	Total	107	100.0		

There is regular and careful progress (time, scope, and cost) monitoring and review throughout the project.	S.D	22	20.6	2.40	1.06
	D	41	38.3		
	N	27	25.2		
	A	13	12.1		
	S.A	4	3.7		
	Total	107	100		
The project has accuracy status reports and has clear reporting lines.	S.D	25	23.4	2.38	1.07
	D	35	32.7		
	N	32	29.9		
	A	11	10.3		
	S.A	4	3.7		
	Total	107	100.0		
There is an on-going process in place to monitor and control project risks.	S.D	34	31.8	2.25	1.21
	D	38	35.5		
	N	17	15.9		
	A	10	9.3		
	S.A	8	7.5		
	Total	107	100.0		
Review and processing scope change requests.	S.D	26	24.3	2.32	1.05
	D	40	37.2		
	N	27	25.2		
	A	10	9.3		
	S.A	4	3.7		
	Total	107	100.0		
Project manager consulted with client on discovering and problem solving issues.	S.D	13	12.1	2.44	0.95
	D	52	48.6		
	N	28	26.2		
	A	10	9.3		
	S.A	4	3.7		
	Total	107	100.0		
The contractor implemented remedial action in accordance with the approved remedial action plan, rules and guidance.	S.D	15	14.0	2.65	1.11
	D	36	33.6		
	N	37	34.6		
	A	9	8.4		
	S.A	10	9.3		
	Total	107	100.0		
Total N= 107, Aggregated mean(μ)= 2.38 , S.d = 1.078					

Source: survey data (2019)

The study research was analyzed that the project has clearly established project performance and reporting system. The respondent's responses for this item, 72(67.3%) respondents were not agreed, 22(20.6%) respondents were kept neutral and 13(12.2%) respondents were agreed. The perceptions of most of respondents were disagreed. The mean value of this item is 2.23 with the standard deviation value of 1.06.

The finding shows that there is no clearly established project performance and reporting system. In order to make sure that the project has proceeds according to plan, a clear project performance and reporting system is necessary. The studies participants also reflect their views on wreathe a regular and careful progress (time, scope, and cost) monitoring and review throughout the project practices implemented or not.

From the table 4.11, 63(58.9%) respondents were disagreed, 27(25.2%) respondents were kept neutral and 17(15.8%) were agreed on the statement. The mean value of this item from the table 4.11 is 2.40 with the standard deviation of 1.06. This result indicated that project has not regular and careful progress (time, scope, and cost) monitoring and review throughout the project. But researchers recommend that regular and careful progress (time, scope, and cost) monitoring and review throughout the project life help to keep the project on track.

The views of the respondents about the item of the project have accuracy status reports and have clear reporting lines have been analyzed. The number of respondents that were disagreed is 60(56.1%), the number of respondents that were kept neutral is 32(29.9%) and the remaining 15(14.0%) respondents were agreed on the statement. The mean value of all respondents for this item is 2.38 with the standard deviation value of 1.07. This implies that the project did not has accurate status reports and a clear reporting lines.

The opinion of respondents about review and processing scope change requests has analyzed from the frequency table, 66(61.5%) respondents were disagreed, 27(25.2%) were kept neutral and 14(13.0%) respondents were agreed on the statement. But most of respondents were disagreed .The mean value is 2.32 and the standard deviation is 1.05. This indicated that there is no accepted and processed scope change request. However, changes may happen in projects but it must be

integrated in to the existing project scope statement by referring to a defined change process (Kerzner ,2013).

The opinion of the study participants regarding to project manager consulted with client on discovering and problem solving issues have been assessed. The number of respondents that were disagreed is 65(60.7%). The mean value of this item is 2.44 with the standard deviation is 0.95. From the result, most of respondents were disagreed. The project manager was not consulted with client on discovering and problem solving issues. The research study also assessed the views of respondents about the contractor implemented remedial action in accordance with the approved remedial action plan, rules and applicable program guidance. From the frequency table result, number of respondents were not agreed on the item is 51(47.6%), the number of respondents were kept neutral is 37(34.6%) and the number of respondents that were agreed is 19(17.7%). The mean value of this item is 2.65 with the standard deviation of 1.11. This result indicated that contractor were not implemented remedial action in accordance with the approved remedial action plan, rules and applicable program guidance.

The aggregated mean values of monitoring and controlling is 2.35 with standard deviation 1.078 This value is less than 3(neutral). So, majority of respondent's response are disagreeing. From the interview result, the project has not regular and careful progress (time, scope, cost quality and satisfaction of stakeholders) monitoring and review throughout the project. There is no an on-going process in place to monitor and control system of project risks and to processing scope change requests. This implies that monitoring and controlling activities were not performed in effectively and can be one of the factors that affect project that cannot complete within planned time, cost, quality and stakeholder requirements. But monitoring and controlling process for the project must start at the beginning (initiation) step and it is continuous up to closing the project.

Effectively implementing the monitoring and Control process is an important success factor for provides an understanding of the project's progress and taking appropriate corrective actions to ensure compliance (Mahmoud.K, 2013).

4.5.5 Assessment the Project Management Performances of Nekemte-Bure Road Project

The study research has been assessed the project management performance based on project management success criteria (time, cost, quality and stakeholder satisfactions).The result as shown on table 4.11

Table 4.11: Result data of project management performances of Nekemte-Bure road project

PM success criteria	Frequency of respondents		Percentage	Mean	S.d
Project was completed on time or faster	SD	34	31.8	2.26	1.22
	D	38	35.5		
	N	16	15.0		
	A	11	10.3		
	S.A	8	7.5		
	Total	107	100		
Project was complete under budget or on budge.	S.D	22	20.6	2.48	1.12
	D	38	35.5		
	N	27	25.2		
	A	14	13.7		
	S.A	6	5.9		
	Total	107	100.0		
Project met all specification requirement based on quality standards.	S.D	20	18.7	2.28	1.06
	D	31	28.9		
	N	19	17.8		
	A	22	20.5		
	S.A	15	14.0		
	Total	107	100.0		
The outcomes of the project were meets the stakeholder's requirements.	S.D	30	28.0	2.20	1.10
	D	45	42.1		
	N	20	18.7		
	A	5	4.7		
	S.A	7	6.5		
	Total	107	100.0		
The stakeholders of the project	S.D	21	19.6		

were ultimately satisfied with the outcomes of this project due to complete on planed time and planed cost as well as quality specification.	D	41	38.3	2.39	1.05
	N	34	31.8		
	A	4	3.7		
	S.A	7	6.5		
	Total	107	100.0		
Overall, this project can be considered a successful project.	S.D	26	24.3	2.33	1.04
	D	36	33.6		
	N	33	30.8		
	A	8	7.5		
	S.D	4	3.7		
	Total	107	100.0		
Total N= 107, Aggregated mean(μ)=2.32 , S.d= 1.102,					

Source: primary data (2019)

From the finding, table 4.11, Majority of respondents for this success criteria's was disagreed, 62(57.3%) and the mean value is 2.26 with the standard deviation 1.22. This Project was not completed on time schedule. When to assess the project cost, Project is not on budget or under budget. From the data results, 60(56.11%) study respondents were disagreed regarding to the project is on the budget or under the budget. The respondents were also evaluate the Project met all specification requirement based on quality standards. As shown from table 4.11, 51(47.6%) respondents were not agreed, the mean value is 2.65 with the standard deviation value of 1.06. This indicated that project is not meet quality standards and did not meet the stakeholder requirements.

The respondents also gave their opinion regarding to the stakeholders of the project were ultimately satisfied with the outcomes of this project due to complete on planed time and planed cost as well as quality specification. The mean value of all project success criteria is 2.329 with standard deviation 1.102. From the qualitative results, the project management process groups (scoping, planning, launching, monitoring & controlling) were not documented and updated and the project has not a clear documented and dynamic project management process strategies.

As the result of interviews, the project is not on schedule, under budget, not met the quality standards and not satisfying the communities. The project has only completed 43kms (49%) with 1.15 billion birr (65.2% of total planned cost). The finding shows that, the project management performance at Nekemte –Bure road construction project is low.

From the result of data analysis, the cause of the project that was not completed on planned time, cost and specified quality is poor project management process (scoping, planning, launching and monitoring & controlling) process groups (Pinto, J. K. and Mantel, S. J. 1990).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, presents the summary of findings in relation to the evaluation of the research objectives/questions. It also gives the conclusion derived from the summary of findings, proposed recommendations about what should be improved in the area of this research of project management process group implementation practices. Finally, gives recommendations on the topics of further studies.

5.2 Summary of Findings

The purpose of this research project was to assess the implementation practices of project management process groups and project management performance in the study area of Nekemte-Bure road construction project and it has tried to answer the basic research questions:-

- i. Are the scoping processes groups implement an appropriately at Nekemte-Bure Road Project?
- ii. Is there an effective planning process group at Nekemte-Bure Road Project?
- iii. Does the project have a good implementation practice of launching process group at Nekemte-Bure Road Project?
- iv. How does the implementation practice of Project Monitoring & controlling Process to prevent the current situations of Schedule slip, cost overrun and Scope-creep at Nekemte-Bure Road Project?
- v. How to describe the existing project management process success at Nekemte-Bure Road Project?

Based on the discussion and data interpretation undertaken in chapter four, the following summaries of finding are derived.

- Majority of respondents (58.9%) were agreed that all stakeholders were not identified at the beginning of the project and it didn't have established condition of satisfaction at Nekemte-Bure road project with the mean value of 2.46.

- Majority of respondents believe that the project manager was recruiting at early stage of the project.
- The perception of respondents towards elicited the true needs and a high-level requirement of the client implementation practices is low. 64(59.8%) respondents were disagreed.
- More than 56.1% of respondents were disagreed for defining and documenting stakeholders' needs to meet the project objectives. At Nekemte Bure road project the implementation practices of defining and documenting stakeholders' needs is low.
- The perception of study participants towards the description and project overview statements is low. The project didn't have POS that used to clearly state what is to be done in the project and for secure senior management's approval and the resources needed to develop a detailed project plan.
- The aggregated mean value of 107 respondents about the implementing practice of scoping process at Nekemte-Bure road construction project is 2.487, is less than the 5 likert scale mean(3) for this study implying. There is inadequate knowledge on the scoping process groups to define and implement all processes. From interview results, all stakeholders had not been involved during requirement elicitation and decomposition and conducting condition of satisfaction through structured conversation. There is no significant and active participation of the stakeholders such as Ethiopia electric power authority, Amhara and Oromia region water, and sewerage authority and land administrator.
- Most of respondents were agreed that the project has the initially built project schedule with the mean value of 3.37.
- Project has gotten approval by senior managers to launch it. Most of respondents were agreed on this process with the mean value of 3.36 with standard deviation of 1.04.
- Majority of respondents response towards the planning process activities such defined all of the work of the project in earlier, clear project work brake down (WBS) structure, realistic estimated time schedules for complete the work ,realistic estimated total cost of the work and realistic estimated resources required to complete the work ,ability to analyzing and adjusting the project schedule, active risk management and its flexible enough to respond unforeseen hazards and opportunities and Project has a clear document of the project plan is disagreed .The planning process activities were not effectively practiced.

- 78(72.9%) of respondents were agreed on project managers didn't follow a proper selection procedure for recruiting of the project team and document of team operating rules has not in place.
- The ability of project manager to manage tame and stakeholder is low.
- 72(67.3%) respondents were not agreed that project has a clear, regular and careful performance reporting system.
- The contractor did not take remedial action during the occurrence of risk.
- The culture of risk identification process is poor and the project has not dynamic risk management plan to response the occurred risk.
- Majority's opinion of respondents about review and processing scope change requests was low, 66(61.5%) respondents were disagreed.
- Majority of (57.3%) respondents agreed that the project management performance at Nekemte –Bure road construction project is low with the mean value of 2.26.
- The project that has done by project implementer's (contractors) and consultants who had low project management process knowledge and skills and they did not used formal project management process and practices, no one who have better knowledge and skills about project management process group activities from respondents.

5.3 Conclusions

From the findings, the project is run under the risk of costs overrun and time delay. From the qualitative data results, only 49% of project work is completed within 3 years period with the total amount of 1.15 billion birr. The one factor is to poor project management process and practices.

Project management process and practices are recognized as an important factor in order to achieve better performance of projects. This is due to the fact that project management process is the core process that connects all other project activities and processes together. Project management process groups are essentially about managing a project from its conception to its completion and needs to be discussed in terms of various stages of a project life cycle.

The project management process groups have clear dependencies and are typically performed in each project and highly interact with one another. The required process groups and their processes are guides for applying appropriate project management knowledge and skills during the project implementation. Project management process provides an integrated framework for project organization, planning and control which is designed to ensure the timely and cost-effective production of all the end products, maintain acceptable standards of quality and achieve the benefit for which the enterprise investment in the project.

Project managers integrate these functions progressively through the project life cycle with planned time, cost and the aim of satisfying the stakeholders and constituents according to the project's established requirements. The success of project management is indicated by its performance in the achievement of project time, cost, quality, customer specification. Project success is typically generated when the stakeholders and constituents express their collective satisfaction according to the degree of their involvement. Also projects are nowadays far more complicated than ever before, they involve large capital investments and several disciplines, widely dispersed project participants, tighter schedules, and stringent quality standard. Since project management needs quality information, discipline, goal orientation, requires steam working skills, continuous stakeholder involvement's, dynamic project plans, dynamic project risk managements and so on rather than rigid functional divisions and the creative concept of project management process implementing practices is need.

5.4 Recommendations

Based on the finding of this study, a set of recommendations are provided:

- The scoping, planning, launching, monitoring and controlling process should be undertaken in a scientific manner rather than in an intuitive manner.
- The authority is expected to have the technical capacity of how to scope, plan, launch, monitor and control, so as to prevent and even to take remedial solution once it happens
- Scoping, Planning, launching, Monitoring and controlling process should not be approached in a sequential manner(should be continuous up to complete the project)
- In order to manage project properly with a good implementation practices, project managers should have a project management capability (technical, human and project related capabilities).
- The project managers should be interrelating the project management processes with the project management phases during the entire project management cycle.
- Project managers should encouraged to possess professional project management certifications and to apply comprehensive set of project management methodology including its tools, techniques, capabilities, processes and knowledge areas for a greater project success.
- There should be a risk management system and plan to prevent and intervene the adverse conditions with scientific and cautious manner.
- Practical networking with the concerned stakeholders should be in place for effective implementation project management process and to manage the distress.
- The project should have a clear and regular communications between all project parties in ordered to implement project process group.

5.5 Suggested Area for Further Studies

The researcher has tried to assess the implementation practices of project management process group in the case of Nekemte-Bure road construction project. The scope of this study is limited only a single project. Hence, the researcher recommends the following topics that can be studied in relation to project management process to other researchers.

1. Assessment implementation practices of project management process on Ethiopian road construction project.
2. Analysis the effect of project closing process on project sustainability.
3. Assess the impact of project manager's competencies on project management process for project success.
4. Assess the integration impact of project management knowledge area with process group on project management performance success.

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APPENDIX A: QUESTIONNAIRE FOR SURVEY

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

GRADUATE PROGRAM IN PROJECT MANAGEMENT

QUESTIONNAIRE FOR SURVEY

PROJECT TITLE:-ASSESSMENT OF THE IMPLEMENTATION PRACTICES OF PROJECT MANAGEMENT PROCESS GROUP IN THE CASE OF NEKEMTE-BURE ROAD CONSTRUCTION PROJECT.

Dear Respondents:

I am Ataguad Amsal, a student at Addis Ababa University School of Commerce (AAUSOC) pursuing Master's Degree in Project Management. I am conducting a study on assessment of project management process group implementation practices, a case study on Nekemte-Bure road project as a partial fulfillment of the Masters course. The general objective of this study is to assess and describe project management process group implementation practices in the case of Nekemte-Bure road construction project. The following questionnaire has been developed to help the researcher gather information necessary to answer the research questions of the study. I respectfully ask your kind cooperation in answering the questionnaires as truthfully as possible and your response will be highly confidential. Your contributions and answers will be treated with utmost confidentiality and no names of staff members will be published in the final research document. Your assistance and cooperation will be highly appreciated.

Sincerely Yours

Thank you so much for your cooperation

By: Ataguad Amsal

Mobile: +125920777911

Advisor: Dr. Adane.A [PhD]

Part a: Demographics

Instruction: Please indicate your response by ticking on the box provided.

No	Questions	Answer/Choices of Respondents	Remark
1	Gender	1. Male <input type="checkbox"/> 2. Female <input type="checkbox"/>	
2	Age Group	1. Below 25 years <input type="checkbox"/> 2. 25-30 - years <input type="checkbox"/> 3. 31-35 years <input type="checkbox"/> 4. 36-40 - years <input type="checkbox"/> 5. Above 40 years <input type="checkbox"/>	
3	Highest Level of Education	1. Below diploma <input type="checkbox"/> 2. Diploma <input type="checkbox"/> 3. Degree <input type="checkbox"/> 4. Masters <input type="checkbox"/> 5. Doctorate <input type="checkbox"/>	
4	Occupation of respondents in the project.	1. Employee/staff <input type="checkbox"/> 2. Manager <input type="checkbox"/> 3. consultant <input type="checkbox"/> 4. Client representative <input type="checkbox"/> 5. other <input type="checkbox"/>	
5	Work experience at Nekemte- Bure road project work.	1. Less than 1 year <input type="checkbox"/> 2. [1 – 2) years <input type="checkbox"/> 3. [2 – 3) years <input type="checkbox"/> 4. 3 years <input type="checkbox"/> and above	

Part b: Assessment the Implementation practices Scoping, Planning, Launching and Monitoring & Controlling Process Group and Project Management performances at NBRP.

This questionnaire is designed to help you critique your project management process group implementation practices and project management performances. Please tick (√) the appropriate number to each of the following statements about your project. Indicate the degree to which you agree or disagree with the statement by marking one response for each item, with each statement. 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly Agree.

No	Scoping process	1	2	3	4	5
SP1	All stakeholders are identifying at the beginning of the project.					
SP2	The project manager is recruiting at early stage of the project.					
SP3	Elicited the true needs and high-level requirements of the client.					
SP4	Defining and documenting stakeholders' needs to meet the project objectives.					
SP5	There was a clear description (POS) of the project and condition of satisfaction.					
SP6	The project gets gaining senior management approval to plan the project.					
	Planning Process					
PP1	It was defined all of the work of the project in earlier.					
PP2	There is a clear project work brake down (WBS) structure.					
PP3	There is a clear sequencing of the work.					
PP4	The project has realistic estimated time schedules for how long it will take to complete the work.					
PP5	The project has realistic estimated resources to complete the work.					
PP6	The project has realistic estimated total cost of the work.					
PP7	Project has the initially built project schedule.					
PP8	Project manager's abele to analyzing and adjusting the project schedule.					
PP9	The project has active risk management and is flexible enough to respond to unforeseen hazards and opportunities.					
PP10	Project has a clear document of the project plan.					
PP11	The project has gaining senior management approval to launch the project.					
	Launching Process Group					
LP1	Project managers follow proper selection and recruiting of the project team members.					
LP2	There is a written project description document.					
LP3	There is an established team operating rules in a place.					
LP4	Scope change management process is established and there is no place.					

LP5	Project managers able to manage team communications with effectively.						
LP6	Project has finalized project schedule.						
LP7	There is written document about work packages.						
LP8	The project has clear and regular communications between all parties.						
	Monitoring and Controlling Process Group						
MCp1	Project has clearly established project performance and reporting system.						
MCP2	There is regular and careful progress (time, scope, and cost) monitoring and review throughout the project.						
MCP3	The project has accuracy status reports and has clear reporting lines.						
MCP4	There is an on-going process in place to monitor and control project risks.						
MCP5	Review and processing scope change requests.						
MCP6	Project manager consulted with client on discovering and problem solving issues.						
MCP7	The contractor implemented remedial action in accordance with the approved remedial action plan, rules and applicable program guidance.						
	Project management success measured criteria's						
	Success Dimension	Success measures					
PS1	Time	Project was completed on time or faster.					
PS2	Cost	Project was complete under budget or on budge.					
PS3	Quality	Project met all specification requirement based on quality standards.					
PS4	Stakeholder satisfaction	The outcomes of the project were meets the stakeholder's requirements.					
PS5		The stakeholders of the project were ultimately satisfied with the outcomes of this project due to complete on planed time and planed cost as well as quality specification.					
PS6	Overall	Overall, this project can be considered a successful project.					

Part Two: Interview Questionnaires.

Dear interviewees,

This interview question is design for assessing the implementation practice of project management process groups in your project organization. The following questionnaire has been developed to help the researcher gather information which is necessary to answer the research question s of the study by interviewing your project manager's .I am not published your name in final research document. So, I will hopeful to give the necessary information based on below interview equations.

1. Educational background and level.
2. Work experience.
3. Name of project contractor, consultant and project sponsor.
4. How is your delivery methods and organisation structures that define a framework of contractual and communication links among projectteam members.
5. Do all staff members know the project management process?
6. Is your project has scoping, planning, launching and monitoring & controlling process?
7. How to integrated these project management process in your project organizations
8. Did all process have defined, documented and updated?
9. How to measure your project management success?
10. What do you say about the project management process group implementation practice?
11. Is your project meets the planned time, cost, and quality and satisfy the stakeholders? If no, why?
12. Do you have any issue of your project management process group implementation practices and project management success?