



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

**An Assessment of Conflict Resolution Practice in Project
Management - A Case Study of IT Projects in Bank of
Abyssinia S.C.**

By: Beletu Bogale

Advisor: Solomon Markos (PhD)

**A Research Project Submitted to the School of Commerce Addis
Ababa University, in partial fulfillment of the Requirements for
the Award Master of Arts in Project Management.**

February, 2019



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

**An Assessment of Conflict Resolution Practice in Project
Management - A Case Study of IT Projects in Bank of
Abyssinia S.C.**

Advisor: Solomon Markos (PhD)

**A Research Project Submitted to the School of Commerce Addis
Ababa University, in partial fulfillment of the Requirements for
the Award Master of Arts in Project Management.**

February, 2019

Addis Ababa University
School Of Commerce
Graduate Studies
Approved by Board of Examiners

Signed by Examining Committee,

Solomon Markos (PhD)
Advisor

Signature

Date

Internal Examiner

Signature

Date

External Examiner

Signature

Date

Declaration

I, **Beletu Bogale Yosef**, announce this research paper entitled “An Assessment of Conflict Resolution Practice in Project Management - A Case Study of IT Projects in Bank of Abyssinia S.C.” is my own and I dare to say original research work that has not been produced by others in any other universities for any other requirements in any form. To this end, I acknowledged all sources of information that I used to produce the study appropriately and I would say perfectly.

Researcher

Signature

Date

Beletu Bogale

Letter of Certification

This to certify that Beletu Bogale has carried out her thesis work on the topic entitled “An Assessment of Conflict Resolution Practice in Project Management - A Case Study of IT Projects in Bank of Abyssinia S.C.” under my guidance and supervision. Accordingly, I here assure that his work is appropriate and standard enough to be submitted for the award of Master of Arts in Project Management.

Research Advisor

Signature

Date

Solomon Markos (PhD)

Acknowledgments

First, I would like to extend my sincere gratitude to my advisor Solomon Markos (PhD) for the valuable comments and unreserved guidance he extended during the research work. I would like also to appreciate my husband Ato Tasew Ayele, Ato Biniam Kebede Project Manager of BoA and my colleagues for sharing their thoughts, expertise and support in my studies. I would also like to extend my deepest appreciation again to my husband Ato Tasew Ayele and child Leul Tasew for their continuous support, love and care during my study. Finally, I like to thank all of my interviewees and respondents for their cooperation.

Table of Contents

Acronyms and Abbreviations	VIII
Abstract	IX
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the problem	3
1.3. Research Question	4
1.4. Research Objective.....	5
1.4.1. General objective:	5
1.4.2. Specific objectives:	5
1.5. Significance of the study	5
1.6. Scope and limitation of the Study	5
1.7. Organization of the Study.....	6
CHAPTER TWO	7
REVIEW OF RELATED LITERATURE	7
2.1. Definition of Conflict	7
2.2 Conflict Management	7
2.3 Nature of Conflict	7
2.4. Types of conflict	8
2.5. Sources of conflict	9
2.6. Process of conflict	10
2.7. Conflict resolution strategies	11
2.8. Conflict management in projects	12
2.9. Conflict Management in African Projects.....	13
CHAPTER THREE.....	15
RESEARCH METHODOLOGY	15
3.1 Research Setting (Description of the study Area).....	15
3.2 Research Design and Approach	15
3.3 Data types and Sources	15
3.4 Target Population	16
3.5 Data Collection Methods	16
3.6 Data Analysis.....	16
3.7 Validity and Reliability	17
3.6 Ethical Considerations	17

CHAPTER FOUR	18
RESULTS AND DISCUSSIONS.....	18
4.1. Introduction	18
4.2. Demographic Data Description	18
4.3. Descriptive Analysis	20
4.3.1. Main sources of Conflict Analysis.....	21
4.3.2. Organizational Conflict management style/Strategy Analysis	22
4.3.3. Problems identified in Conflict resolution Process Analysis	23
4.3.4. To what extent is BoA considering Conflict resolution in IT Project management as integral part of management Analysis	25
CHAPTER FIVE	26
SUMMARY, CONCLUSION AND RECOMMENDATIONS	26
5.1 Summary of the Findings	26
5.2. Conclusion	28
5.3. Recommendations	29
Reference	31
Questionnaire	34

List of Tables

TABLE 2.1 Source of Conflict	9
TABLE 3.1 Cronbach's Alpha	17
TABLE 4.1 Demographic profile of respondents	19
TABLE 4.2 Mean and Standard Deviation value of Sources of Conflict.....	22
TABLE 4.3 Mean & Standard Deviation value of Conflict Management Methods at BoA.	23
TABLE 4.4 Mean & Standard Deviation value of problems identified in conflict Resolution process.....	24

List of Figures

FIG. 2.1 The Conflict process.....	10
FIG. 2.2 Conflict Resolution Strategy – A frame work.....	12

Acronyms and Abbreviations

BOA – Bank of Abyssinia

GDP- Growth Domestic Product

ICT- Information Communication Technology

IFB – Interest Free Banking

ISD- Information System Department

IT – Information Technology

JV – Joint Venture

M - Mean

NBE – National Bank of Ethiopia

R & D – Research & Development

SD – Standard Deviation

SP – Strategic Plan

SPSS - Statistical Package for Social Science

T24 – Core Banking System

USD – United States Dollar

Abstract

This research paper makes a descriptive study on the conflict resolution related activities reflected at BoA four IT based projects. Primarily, the study try to address what type and source of conflict is mostly considered to be agreed to exist in due course of projects life time. Further, it studied the most perceived conflict resolution method adopted at the project management environment giving further study on the identified problems during the process of conflict resolution. In addition, the paper aims to describe existence of organizational consideration of conflict resolution in the IT projects as integral part of the management activity. The study is motivated to get realistic description as to how conflict resolution is exercised at BoA It projects to enhance awareness of better well skilled and knowledge based resolution will be beneficial to the overall implementation of projects. A fact gathering descriptive type research design was employed with a sample of 51 employees through stratified sampling. A questionnaire was used as a research tool for collecting data. Baseline data were captured from key informant, secondary data and from own observation. The collected data was analyzed using descriptive statistics mean and standard deviation. Main findings of the study depicts that, different perception of the project was found to be the main source of conflict where us avoidance/withdrawal type of conflict resolution dominate the show. The fact that outcome of conflict resolution being not assessed for any of the projects turned out to be the main problem identified in the conflict resolution process while finally a fact that BoA never consider conflict resolution as integral part of its management activity was revealed. Unfortunately as the study is descriptive type, no empherical based findings was proven rather the fact was revealed as it is. Finally, the results on the conclusion entails us that the four research questions developed in this study have shown that there is a gap in understanding the best conflict resolution methods which will assist the project to be managed in a constructive way and able to use the process for positive results and integration. And also, the study recommends the bank to look after ways of increasing its resources and project managers' knowledge base towards the best conflict resolution skills and establish a system to assess the effect of conflict resolution towards a good management core activity.

Keywords: Conflict Resolution, Descriptive study,

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Conflict is "a situation of competition in which the parties are aware of the incompatibility of potential future positions and in which each party wishes to occupy a position which is incompatible with the wishes of the other." (Capozzoli TK,1999) Conflict is viewed as a cycle: "As with any social process, there are causes; also, there is a core process, which has results or effects. These effects feedback to affect the causes." (Wall JA Jr,1995)

Conflict can be constructive and healthy for an organization. It can aid in developing individuals and improving the organization by building on the individual assets of its members. (Klunk SW,1997) Conflict can bring about underlying issues. It can force people to confront possible defects in a solution and choose a better one. (Teamworks,2018) The understanding of real interests, goals and needs is enhanced and ongoing communication around those issues is induced. In addition, it can prevent premature and inappropriate resolution of conflict. (Van Slyke EJ,1999) Constructive conflict occurs when people change and grow personally from the conflict, involvement of the individuals affected by the conflict is increased, cohesiveness is formed among team members, and a solution to the problem is found. (Capozzoli TK,1999) However, if conflict is not managed properly, it can be detrimental to an organization by threatening organizational unity, business partnerships, team relationships, and interpersonal connections. (Cloke K & Goldsmith J,2000) Deconstructive conflict occurs when a decision has not been found and the problem remains, energy is taken away from more important activities or issues, morale of teams or individuals is destroyed, and groups of people or teams are polarized. (Capozzoli TK,1999) Destructive conflict has a predictable pattern known as the Drama Triangle. (Lloyd SR,2001)

Conflict is an integral part of any project. Conflict management is a new entrant in the discipline of project management (Al-Sedairy,1994). The project manager accomplishes project success through Project team by motivating all those involved within time, budget, and quality and to the client's satisfaction. According to Hoffer et al. (2002) the project manager uses the required skills in leadership, management, stakeholder's relationship and conflict management style to achieve project objectives by motivating the team to ameliorate conflict during project life cycle.

The project manager should concentrate on applicable constructive conflict management style. Lee (2008), posited that conflict is part of human reciprocal activity, which require different use of conflict management styles adopted by the Project manager to maintain harmony within the organization.

It is important for a project manager to understand the dynamics of conflict before being able to resolve it. The internal characteristics of conflict include perception of the goal, perception of the other, view of the other's actions, definition of problem, communication, and internal group dynamics. (Barnett E,1997)

These characteristics can strongly influence the behavior style of group members and affect the potential outcome of the conflict. In some instances, the project manager's lack of skills to effectively manage and resolve conflict can be the problem.

This Study was address intra groups' conflict and its resolution in project management in a case of Bank of Abyssinia (BOA's) IT Projects. Since 2016, BOA's has implemented a transformed 5 year Strategic plan (SP), this SP have different projects to achieve the goals of Strategy. From this Projects my study focus on four IT Projects namely Data Center Project, IT Service Desk Projects, Core Banking System (T24) upgrading Projects and IFB Projects

1.1.1 Organizational Context

BOA Vision is to be the bank of choice for customers, employees and shareholders. BOA mission is to provide customer-focused financial services through competent, motivated employees and modern technology in order to maximize value to all stakeholders. The core Values of Putting Customers First, Committed to Excellence, Being Honest and Accountable, Working together as a Team and Caring for our community.

BoA's Management has clearly stated that "Since its establishment, guided with clear vision, mission and values, BOA has considers itself to made great strides in business growth and development." The researcher may investigate how the BoA's resolved and is resolving the conflict in its projects to achieve these business growth and developments. Consequently upon this, as of June 30, 2018 the following have been registered. Authorized and paid up capital of BoA as at 30 June 2018 is Birr 4.24 billion and Birr 2.56 billion, respectively, a total deposit balance of Birr 25.79 Billion and a total loans and advances of Birr 17.99 billion, which in effect

enhance the risk absorbing and the lending capacity of the Bank. BOA has more than 5,825 staffs and 1,012,177 account holders and works with known money transfer agents such as Western Union, Express Money, Ria International, Trans fast , Dahabshiil, Money Gram, kaah and Ezremit. BOA has 2,176 shareholders who are successful businessmen, intellectuals, celebrities, etc. Bank of Abyssinia, which started banking services with only one branch in 1996, has 304 domestic branch networks, of which 145 branches are in Addis Ababa and the remaining 159 are established in bankable towns all over the country. Most branches work 10 hours a day 6 days a week (starting from 08:00 up to 06:00 PM), while some other work up to 07:00 PM in the evening. All City and Outlying branches are interconnected with state-of-the art ICT. All branches offer both domestic and international banking services.

Bank of Abyssinia still strives to identify bankable area every year and serve valuable customers by expanding its branch networks throughout the country. BOA Web (2018)

1.2.Statement of the problem

The last two decades have shown a noticeable development in Ethiopian economy and banking sector. According to NBE 2017 Annual Report (NBE,2017), the country's GDP rose from 65.986 billion Birr (8.106 Billion USD) in 2000 to 1.806 trillion Birr (80.605 Billion USD) economy in 2017. In the same time, the No of commercial banks grow from 8 in 2000 with 267 branches to 18 banks with total of 4,257 branches in 2017 (NBE,2017). The researcher noted that this development need to be assessed from the point of view of effectiveness and efficiency on the operation where conflict resolution plays a role and there is a gap in understanding the whole concept of the same.

This banks has contributed much in the development of the country in their establishment and operating period where have also passed through an immense transformation as they need to follow the global trend of the industry, leaving the status-que but being agile with the changes of the globalization. One of the changes where the banks face is the development of IT and ICT based technologies where the banks have to deal in acquiring them using the different projects within as a way of delivering their products and as reacting to NBE's directives for the macro economy controlling means. In this case, BoA is also spent quite a fortune to follow the trend and sometimes to be pioneer where it implements different IT based projects within its different sections and departments.

As skeran indicated, Conflict is inevitable in organization where individuals and groups interact to produce complex output or achieve their goals. Although conflict can often be destructive, at other time it may stimulate creativity, encourage flexibility and even be satisfying because it provides an interesting environment to work in. (skeran,2004). The high level of conflicts also increases the costs and schedules of the project. Properly managed conflicts result into better quality product, better decision making, more innovation and enhanced performance (Brahnam 2005. Barki and Hartwick (2001) also shows the outcomes or impact of conflict on projects include project success with impacting dimensions such as schedules, costs, quality, specifications and process satisfaction. This fact is reveled on the preliminary observation of the BoA's projects. Digging deep, it was revealed that neither the interviewee nor the project managers could structurally indicate the type of conflict and how to resolve it. This is a real gap which motivates the researcher to address it in this paper.

This study has examined the practice of conflict resolution exercised by Project Manager in shaping project environment by identifying the main source of conflicts, how it was managed (strategy or methods of conflict resolution) and how it is affecting the level of ongoing conflicts and stress in BOA's IT Projects. Barki and Hartwick tested a model of how members of information systems development (ISD) projects perceive interpersonal conflict and examined the relationships between interpersonal conflict, conflict management styles, and ISD outcomes.

1.3.Research Question

As described above, the main research themes has been summarized as the issue of project management conflict irradiation practices in BOA's It Projects named Core Banking System (T24) upgrading Projects, IFB Projects, Data Center projects and IT Service Desk Projects. Summarizing the whole research idea, the following four could be taken as the research Questions which the study try to answer:-

- 1) *What are the main types and sources of conflict in the Projects?***
- 2) *How do conflict are managed in the Projects?***
- 3) *What are the problems in the process of conflict resolution management?***
- 4) *To what extent the organization consider conflict resolution in IT Project Management as integral part of management?***

1.4. Research Objective

1.4.1. General objective:

The general objective of the study was assessed conflict resolution practices in BoA IT projects.

1.4.2. Specific objectives:

In addition to the general objective stated above, the specific objectives of the study have been the following:-

- Assessed perceived types and source of conflicts depicted in BoA's IT projects,
- Investigate the method (techniques) of conflict resolution in the organization,
- Investigate the challenge in the process of conflict resolutions, and
- Assess the extent in which the organization consider conflict resolution in IT Projects as an integral part of management

1.5. Significance of the study

The study is important in many ways. Firstly it can be used as an input to train management and employees in conflict management mechanism. Secondly, it was provide relevant feedback to the organization about conflict management and that may reduce the progress that they have now. In addition, it enables the researcher to acquire basic experience and knowledge about conflict and conflict management practice in Bank of Abyssinia. Lastly, it was serve as a stepping stone for further researcher who would like to study related topic.

1.6. Scope and limitation of the Study

The scope of the study was assessed types and sources of conflicts, methods and process of conflict resolution practices, and also the extent in which the organization consider conflict resolutions in IT Projects as an Integral parts of management of BOA's. In addition, the scope of the study was be in BOA's finalized and ongoing IT Projects, namely Data Center Project, IT Service Desk Projects, Core Banking System (T24) upgrading Projects and IFB Projects. The researcher may interested to study these IT Projects, which those IT Projects are an ongoing projects mean due to dynamic change in a technologies, the Projects exists after some years in a Banks so that the researcher is put a footprint to how to resolve the conflict in in the future. Moreover currently the researcher is a stakeholder of the Projects output. Narrowing the scope to Head Quarter of BOA geographically.

The study uses descriptive type of research method hence it's scope dictates analyzing what actually exists anticipating conflict do exist. Hence at first instance, it is limited to description type rather than normative type of research where the finding indicates what should be the remedy rather than only describing the study question. Further on, the study limits itself in gathering data based on the senses method to collect data using questionnaires' and interview using small no of employees. This in effect indicates a limitation as there is a fear of getting enough and adequate information from respondents. Finally, in a way that the study is limited to the BoA's finalized and ongoing IT projects.

1.7.Organization of the Study

This research study was contained five chapters. The first chapter, which is the introduction part, was contain general ideas about conflict, sources of conflict, some background on the initiation of the mentioned and studied IT projects of the Bank. The second chapter deals with the theoretical frame work and views of different Authors about conflict management practices. In the third chapter, data collected from respondents by using questionnaires, and interviews are presented, analyzed and interpreted. The forth chapter was contain data presentation and analysis, and finally the five chapter was findings, conclusion and recommendation of the researcher.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Definition of Conflict

Conflict is a disagreement between two or more people or it can be between groups. Departments, organization and countries etc who perceive that they have incompatible concern. Conflict exists whenever an action of one party is perceived by another party as preventing or interfering with their goal or action (Cook and Philip; 2001)

In addition, Dwivedi (2004) defined conflict, as a process in which an individual purposefully makes a concerted to offset the efforts of another individual by some form of blockage that causes frustration to the latter in accomplishing his goals or furtherance of his interests. Likewise, it is important that there are people who understand conflict and know how to resolve them because conflict in a business is a natural part of the work place.

2.2 Conflict Management

Conflict management involves implementing strategies to decrease the negative aspect of conflict and increasing the positive at a level equal to or higher than where a conflict is taking place.

Conflict management is the practice of being able to identify and handle conflict in a sensible, fair and efficient manner. It is important that there are people who understand conflict and know how to resolve them because conflict a business is a natural part of the workplace. (Cook and Philip; 2001)

2.3 Nature of Conflict

Different scholars try to describe the nature of conflict in many ways. According to Singh (2000; 207) conflict arises from disagreements over the goal to attain or the methods used accomplish these goal. Conflict is invisible in the organization and in every were sometimes the amount of conflict is substantial.

Consequently, it may be even more difficult to resolve conflict, but managers must find away. They try to resolve conflict either by direct participants or mediators between two or more of their employees. In either case knowledge and understanding of conflict and the method for resolving it are important.

The reality of working in organization is that conflict was appear whether this happens positively or negatively it depended on the nature on one's perspective on conflict.

Those who hold a pluralist view believe that conflict between sub-groups within an organization and inevitable and lead to useful discussion and innovation and those hold a unitary perspective believe organization's should be an integrated harmonious whole, one happy team. (Jane, 2004).

2.4. Types of conflict

In order to understand conflict further, it is understandably important to have a look at the behavior of conflict as being either all good or bad is inappropriate and naïve. Previous research's suggested and guided in understanding the conflict behavior by defining the e type of conflict. Specifically, its necessary to differentiate between functional and dysfunctional conflicts.

2.4.1 Functional or Constructive Conflict:

The interactionist view does not propose that all conflicts are good. Rather, some conflicts support the goals of the group and improve its performance; these are functional, constructive forms of conflict. Robbin (2001) defines functional conflict as the conflict that supports the goals of the group and improves its (group's) performance. The argument is that if conflict leads to normal competition among groups and the groups work harder and produce more, it is advantageous to the group and the institution. It is viewed as a confrontation between two ideas, goals and parties that improves employees and organizational performance

One of the main benefits of constructive conflict is that it gives its members a chance to identify the problems and see the opportunities. Also, it can inspire to new ideas, learning, and growth among individuals.

2.4.2 Dysfunctional/Destructive Conflict:

There are conflicts that hinder group performance; these are dysfunctional or destructive forms of conflict. Conflict is inevitable and desirable in organizations, but when not effectively handled, conflict can tear relationships apart and, thus, interfere with the exchange of ideas, information and resources in groups and between departments. Dysfunctional conflict hinders and prevents organizational goals from being achieved.

Dysfunctional conflict usually hinders organizational performance and leads to decreased productivity. This conflict orientation is characterized by competing individual interests overriding the overall interest of the business. Managers withhold information from one another. Employees sabotage others' work, either intentionally or through subtle, conflict-motivated disinterest in team work (Kinicki and Kreitner, 2008).

2.5. Sources of conflict

Goparaju purna Sudhakai (2015) has look at different researches and concluded that the most common types of conflict sources can be categorized into 10 sub categories. Tabel 2.1. Shows the list according to their perceived frequency.

Table 2.1: Source of conflict

Sl. No.	Reason for Conflict
1.	Shared/Common Resources
2.	Differences in Project Goal/Objective
3.	Cultural Differences
4.	Values Differences
5.	Personality Issues
6.	Differences in Technical Opinions/Approaches
7.	Schedules
8.	Costs
9.	Administrative procedures
10.	Different Perceptions

Source: A review of conflict Management techniques,(Goparaju P.S,2015)

2.6. Process of conflict

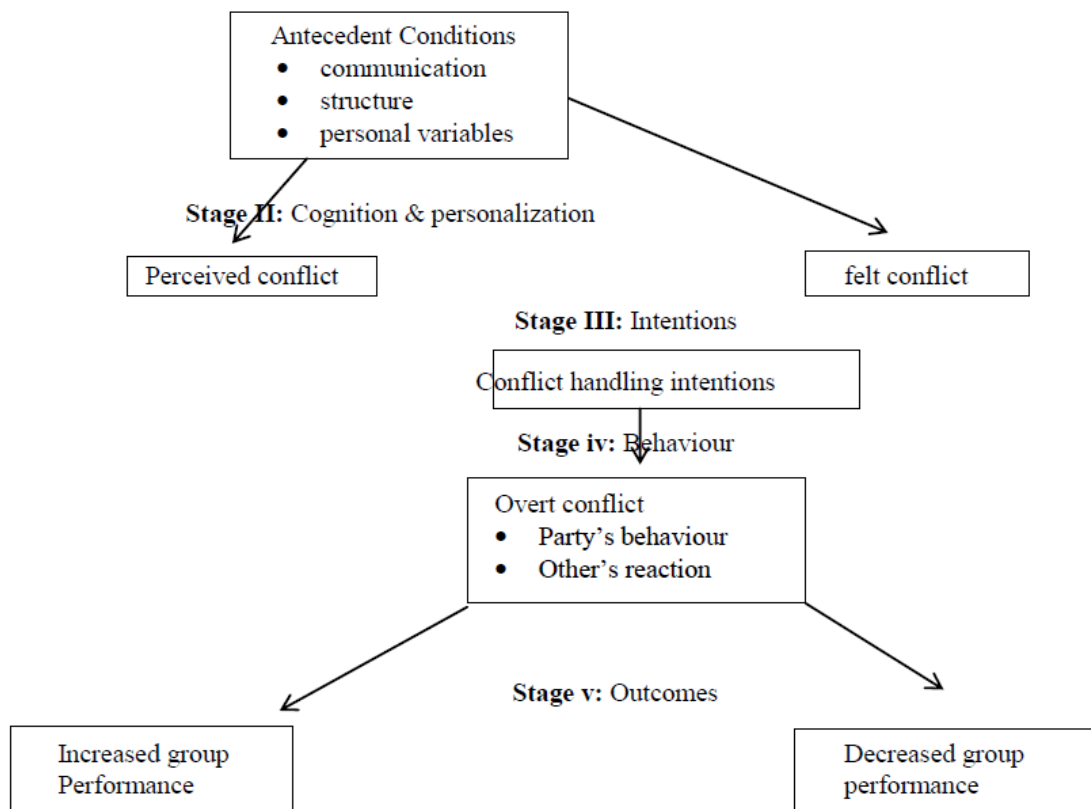
Conflict is a process in which one party suggests that its interest is being opposed by another party. As a role, people see only the observable part of conflict – angry words and actions of opposition. But this is only a small part of the conflict process (Mcshane and Glinow, 2008).

The conflict process consists of five stages:

- i. potential opposition or incompatibility;
- ii. cognition and personalization;
- iii. Intentions;
- iv. Behavior; and
- v. Outcome.

Fig. 2.1: The Conflict Process

Stage I: Potential opposition or incompatibility



Source: The conflict process (Robbins,2005)

In another Citing, a number of research's on conflict implies that its management is a process: 1) identification, 2) resolution, 3) enactment, and 4) evaluation, analyzing the impact of the conflict type on project performance. The conflict process is based on previous conditions, emotions, perceptions and behaviors. By examining conflict as a process, (Iorio and Taylor,2014) developed a model to understand conflict, not only examining failures which occur within the conflict management process, but also identifying phases when conflict is successfully mediated. Different interactional patterns between distributed project TMs and boundary objects have demonstrated a reduction in conflict duration. Regardless of network diversity, networks that interacted with the boundary objects in certain ways were able to identify and resolve conflicts more quickly.

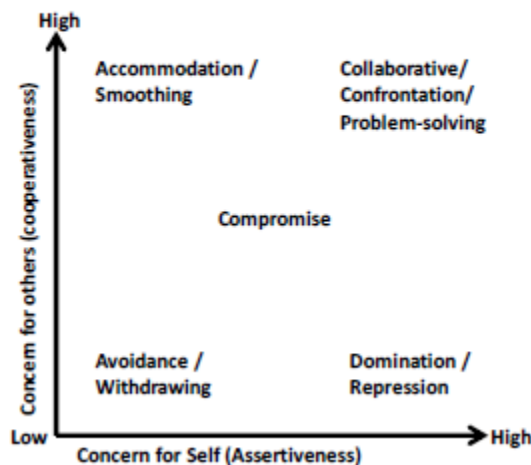
2.7. Conflict resolution strategies

Perhaps one of the most widely-understood paradigms for understanding and resolving conflict is that of fight (confrontational) or flight (avoidant) (Wysocki, 2009). Over a period of time, several modes and styles of dealing with conflict have been identified by researchers that have advanced almost in a linear progressing fashion. Follett (1926) was many decades ahead of her time when she conceptualized three styles – domination, compromise and integration – while favoring an integrative approach to conflict resolution. Schmidt and Tannenbaum (1960) introduced the avoidance approach into the mix, agreeing with Follett that the collaborative (i.e., integration) approach is the most appropriate depending on informal, perceptual, role and other factors. Blake, Shepard, and Mouton (1964) extended the mix to include the accommodation (smoothing) approach (i.e., common interests are emphasized and issues causing hurt are not discussed) and problem-solving approach or confrontation approach (i.e., both parties work through their differences collaboratively to reach a solution that is optimal to both).

From the perspective of IT managers who are confronted with conflicts all the time, it is natural to view conflict as a problem to be solved by encouraging open discussions and allowing parties to express their areas of disagreement to arrive at a solution. Researchers have viewed problem solving, confrontation, and collaboration approaches as interchangeable parts of an integrative approach (Burke, 1969).

Thomas and Kilmann (1974) are generally credited for popularizing these general styles and developing a questionnaire to help managers gain a deeper understanding of their dominant style and thereby guide them to determine if changes in their style could increase their effectiveness in resolving conflicts. These conflict management styles can be further categorized by two dimensions as shown in Figure 2 (Thomas & Schmidt, 1976). These dimensions are the degree of concern for self with noted attention on assertiveness and the degree of concern for others with noted attention on cooperativeness.

Fig. 2.2: Conflict resolution Strategy-A frame work



Source: A survey of managerial interest with respect to conflict. (Thomas & Schmidt, 1976).

2.8. Conflict management in projects

Rahim and Bonoma (1979) outlined the most common five styles of dealing with conflict: confronting, dominating, compromising, accommodating and avoiding.

Khanaki and Hassanzadeh (2010) and Kuhn and Poole (2000) looked at confronting conflict management style in project management as a situation that allow conflict to be resolved between two parties that result in a win-win situation. This style involves clear and straight communication and it makes available utmost declaration. Thammavijitdej (2000) posited that confrontation has proven to be the most efficacious of all the conflict management styles since it encourages openness and a cut clear information synthesis from one party to another.

Compromising is considered to be give and take. Lee K. L. (2008) and Verma V. K. (1998) see compromising as bargaining to solve the pending conflict that satisfy both parties and always catering for unequivocal resolve. It is good to use when both parties need to win; there is a deadlock, there is not enough time, the need to maintain the relationship is crucial and there is no suitable time, in other words, both parties gain something to lose something.

Accommodating allow for the point of view of everyone and synthesizes to have an agreement and allegiance of the parties involved in conflict, which always produce a long lasting solution. Its final result is a win-win situation according to Thammavijitdej P. (2000) and the result benefits all the parties involved. Forcing conflict management style is a condition of high concern for one's self and a low concern for others as it is an indication of establishing one's idea over others leading to a win-lose situation. This in turn encourages forcing to win at the expense of other TMs (Cheung, C., 1999; Friendman R.A. et al., 2000; Rahim M. A. 2002; Hans A. and Bariki A. S. 2012). The project manager that uses this technique was become an authoritarian or a dictator and the project was suffer the consequences.

Avoiding is the situation of conflict avoidance as they ignore it and look somewhere else whenever conflict arises. Zikmann, R. (1992) attributed conflict avoidance as a passive response to conflict in which the concern for both parties is ignored. Tomas C. (2014)

2.9. Conflict Management in African Projects

Yusuf A. (2016) have investigated how conflict in projects can be effectively managed. His dissertation is conducted into project management organizations in South Africa and Nigeria. The dissertation examined and analyzed distinct causes and effects of conflicts together with numerous approaches conflicts manifest during project execution. The researcher identifies that conflict is unavoidable phenomena which aligns with the execution of projects and can't be eradicated when conflict rises, it ought to be resolved effectively and in a timeous manner. It must be realize when the project objective sets. In addition, Conflict are managed to adopt different techniques, inclusive of force, withdrawal, compromising, accommodation and consensus. Compromise and consensus approaches best suitable in any particular scenario. It is a win-win situation which effectively satisfies. Force and withdrawal approach only effective for

limited time and conflict most often times springs up all over which possess a very dangerous omen. Compromise is also a very good approach which resolving conflict but does not provide clarity to what extent it is sustainable in conflict management. The result of the dissertation also shows Managing conflict is essential as the length of time spent in managing projects, conflict is effectively managed develops a health working environment if it is not poor quality, poor productivity , lack of direction, the dearth of new ideas and also disintegration, disobedience, low morale and breakdown in communication occurs. Conflict management requires a combination of analytical and human skills every project participants ought to learn how to resolve project conflict effectively.

Olalekan M. (2013) have studied project Managers' Conflict Management Styles and Its impact on Project Team Motivation in Nigeria Construction Industry, He identify the consequences of project manager's conflict management styles on the project team's motivation, which was achieved by identifying conflict management styles; by confirming the impact of conflict management styles on the project team's motivation and ascertaining of the most successful project conflict management styles through ranking. The result of the study shows that conflict management styles adopted by Project managers have a significant impact as a motivating factor of the project team, and the adoption of confrontation conflict management style is the most effective in solving contending issues in construction project management. The ranking orders indicate the confronting conflict management style is the most important of the five followed by accommodating and compromising respectively, and others are forcing fourth and avoiding fifth.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Setting (Description of the study Area)

This research is related to Project Management course means Project Management Context Course (MAPM 505) and also a base of the study was BOA which is the researcher work place likewise the researcher is stakeholder of the Projects outputs. The Head Office of BOA is located in Kirkos Sub-City, BOA's building, Werda 07, and around Legehar Area in front of Insurance Cooperation Ethiopia building.

3.2 Research Design and Approach

The study used a descriptive research design. Because in descriptive design the researcher has no control over the variables. It describes the nature or affairs as it exists at present or he/she can report what has happened or what is happening, and also it is facts finding of the present. (Saiyadain, 2003). Moreover, in order to achieve the intended objective, both quantitative and qualitative approach is chosen.

3.3 Data types and Sources

The study takes into consideration of using both data collected from interviews of stake holders and questioner responses distributed to employees which are identified to be sources and method of conflict resolution in the IT projects in the study and the bank's data as a primary data. In addition, it is planned to use data retrieved from research articles published on journals on similar topics and internet sources as secondary data.

In this research both primary and secondary data were used. The primary data was collected from the sample respondent's groups of BOA staffs by using suitable data collection tools which was questioners and interviews. To support the primary data secondary data such as company profile and reports are also used.

3.4 Target Population

The target population of the study is 88. It was included the project manager, team leaders, team members, and BOA's result management offices employees. Therefore this study distributed and collected 52 questionnaires with a confidence level of 95% and Confidence interval (error margin) of 8.7, therefore worst acceptable is 85%. (Sample Size Calculator a public service of Creative Research Systems survey software). The sample size selected here is considered as representative and also large enough to allow for precision, confidence and generalizability of the research findings.

3.5 Data Collection Methods

The most relevant technique for gathering data in the research study is questionnaire and interview. The major reasons to use questionnaires is to save time and get information easily. In addition a questionnaire is the best way to gain reliable and complete data.

With this justification in mind, the researcher acknowledged Questionnaire being the major way of collecting important data for the research since every employee has to express his/her feeling without fear of the observation of immediate supervisor in the branch. The study also used interview to gear data.

3.6 Data Analysis

The data of this study was analyzed by computer through package software (SPSS: Statistical Package for Social Sciences), version 17.0. The statistical method of the data was employed mainly by descriptive statistical method of research which involves analysis of the data in tabular form and mean and standard deviation statistical descriptive analysis. The data collected from the questioner in the form table for simplicity purpose. The response from interview was compiled and put in the form of paragraph.

3.7 Validity and Reliability

The study aspires to specially look after two of the validity types i.e. content validity and construct validity. First, the content validity was assessed subjectively based on reviewed researches as to evidence of how much the instrument covers and reflects the objective of the study. Then, a construct validity, which basically assesses the extent to which a measuring instrument accurately measures a theoretical construct it is designed to measure, is targeted to be dealt. The study uses a measure by correlating performance on the test with performance on a test for which construct validity has been determined.

Table 3.1 - Cronbach's Alpha

Cronbach's Alpha	N of Items
.720	52

Source: Own survey result, 2018

Whilst reliability which is defined to be the ability of an instrument to create reproducible results where whenever there is a time it is used, similar scores should be obtained. Accordingly, the study intended to use the possibility of its measurement by estimating correlation coefficients. In this particular study, reliability of the independent and dependent variables was assessed using Cronbach's Alpha Statistics, as seen on table 3.1, which is the most common technique used in the literature to assess the scale's reliability and stability. Chronbach Alpha should be over 0.70 to produce a reliable scale and any scale with Chronbach Alpha less than this standard should be eliminated (Sakaran, 2005). In this case, the Chronbach Alpha value gained is 0.720 which is above the requirement proving reliability.

3.8 Ethical Considerations

The researcher is fully aware and commits to keep the top available professional ethical consideration during and after the study duration. This includes to reveal the source of any cited material and list under reference section, indicate the source as it appears in the research body, keep the data of any technical, sales, production, marketing or any relevant accessed during the study time of the firm under study confidential and assure no transfer of it to the third party. Besides, all the data collected from different respondents was kept anonymous and by never revealed to any third party in any form.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1.Introduction

This crucial chapter depicts the research data gathered through questionnaire from BoA's employees who has a hands on experience and exposure in implementation of four different IT based projects (T24 Upgrading, IFB, Data base and IT Help Desk) focusing on conflict management. The data was analyzed using Statistical Package for Social Science (SPSS v.17.0). Based on the methodologies, research design and tools of the thesis; data was collected from 52 respondents. Fifty Two Questionnaires are distributed and returned from which 3 were not correctly filled and rejected. Therefore 49 were effectively used for analysis that shows response rate of 94.23 percent. This is a good response rate based on (Fowler,2002) a 75 percent response rate is considered adequate.

Data analysis, discussion and interpretation of the results are presented in the following subheadings: presentation of demographic data and frequency of respondents, Descriptive Data Analysis presentation of Main sources of Conflict Analysis, Organizational Conflict management style/Strategy Analysis, Problems identified in Conflict resolution Process Analysis and finally the extent in which BoA considers Conflict resolution in IT Project management as integral part of management Analysis respectively in detail as follows.

4.2. Demographic Data Description

Observing the demographic trend or characteristics of our sample population before starting the data analysis is useful to make the analysis more meaningful for the reader. This part of the questionnaire requested limited amount of information related to personal and demographic status of respondents.

The purpose of demographic analysis in this research is to describe the characteristics of the sample such as proportion of male and female in the sample, No of IT projects the respondent have involved, academic qualification of respondents and experience of respondents. Accordingly these variables are summarized and described in tables shown below.

Table 4.1. - Demographic profile of respondents

Variable		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Respondent Gender	Female	7	13.5	13.5	13.5
	Male	45	86.5	86.5	100.0
	Total	52	100	100	
No of Projects Respondent Involved	Only One	14	26.9	26.9	26.9
	Two out of Four	15	28.8	28.8	55.7
	Three out of Four	14	26.9	26.9	82.6
	In All four	9	17.4	17.4	100.0
	Total	52	100	100	
Educational Level	Diploma	0	0	0	0
	First Degree	30	57.7	57.7	57.7
	Masters	22	42.3	42.3	100.0
	Total	52	100	100	
Experience	Less than 1 Year	1	1.9	1.9	1.9
	1-5 years	14	26.9	26.9	28.8
	6-10 years	5	9.6	9.6	38.5
	More than 10 years	32	61.5	61.5	100.0
	Total	52	100	100	

Source: Own survey result, 2018

As the above table depicts that the gender distribution of respondents in BoA covers 86.5 percent of male and 13.5 percent of female respectively. This implies that the gender distribution of BoA IT based projects is dominated by male employees.

The respondents were also asked to indicate the IT Projects they have worked and as the result implied that, 26.9 percent of the respondents have experience only on one of the four projects under research, 28.8% in two, and 26.9% in three and finally 17.4% were responded to be involved in all four It Projects. The number of senior employees whom have been active in all the projects seen to be the least is noted to have a thorough analysis involving this group as better response might not come from the least experienced and involved respondents.

In the meantime, the results of respondents associated with their educational background show that, none of the respondent own Diploma while 57.7 percent of respondents are under Graduate (first Degree) and the rest accounting to 42.3 percent are post graduates (master's Degree). This indicates that all respondents are degree holders suggesting a more accurate and knowledge based responses are expected as far as the research question in relation to the BoA's IT based project conflict management is concerned.

In the meantime, the output in Table 2 shows that, 1.9 Percent of respondents were seen to be junior to BOA with less than 1 year work experience, while 26.9 percent of the respondents indicated that they had work experience of 1 to 5 years and 9.6 percent of the respondents said they had experience of 6 to 10 years and finally a big portion of the respondent with a 61.5 percent replied that they have worked for more than 10 years. The results indicates that majority of the respondents have an experience in work area is more than 10 years is a good indication to know the conflict management activities in BoA helpful to gain a confident true represented response to the research questions.

4.3. Descriptive Analysis

The mean or average is a measure of central tendency that offers a general picture of the data without unnecessarily covering one with each of the observations in the data set. The mean of respondents in each questions of different conflict management related questions done, observed, perceived and suggested at BoA by the respondents suggest that the average amount that each question has positive or negative response of respondents. In this case, the mean of each research question was calculated in order to conclude the respective dominant response

The mean statistical values of the items were based on the 5 point Likert scale and will be illustrated through the following assumptions: if the mean (M) score is below 2.5 it implies that the respondents “disagree with the statement, if the mean score is equal to 2.5 it indicates that the respondents “prefer to stay Neutral, and finally if the mean score is above 2.5 it implies that the respondents “agree with the statement. In case a binary response is requested, the mean simply is evaluated whether the value is above or below 1.

In the meantime, the value of the standard deviation will assist to get to a conclusion as to how much the respondent’s reply is scattered towards or away from the mean value. The lower the value, preferentially approaching zero shows the more respondent agree to the mean value while the larger value shows scattered responses not agreeing to the mean result.

Accordingly, the mean and Standard deviation scores have been computed for all the four part of questions which are designed to answer the four separate research questions this study wants to address and a detailed interpretation of the results are addressed accordingly in this very section as follows.

4.3.1. Main sources of Conflict Analysis

Table 3 depicts the average mean value of all the dimensions being rated with more than the average value with high regard. The first observation is no item mentioned as source of conflict got less than 2.5 mean value showing the respondents agree that all are somehow can be considered as sources of conflict at BoA’s IT based projects. Seeing in detail, the respondents scored high on Mean (M=3.70,SD=0.678) which can indicate to assume the corresponding items mentioned i.e. Different perception on Project can be considered the first source of conflict. Going further, the second level of source of conflict can be listed according to the result as Personality issues with a score of (M=3.62, SD=0.855), Schedules (M=3.64, SD=1.156) and Administrative procedure (M=3.46, SD=1.129) to hold from 2nd to 4th place. The respondents have put Cultural difference (M=2.64, SD=1.045) to hold the last place to be considered as source of conflict.

Table 4.2 - Mean & Standard Deviation value of Sources of Conflict

A. Sources of Conflict	N	Mean	Standard Deviation
1. Shared/Common Resources	49	3.40	1.309
2. Difference in project Goal/Objective	49	2.66	1.042
3. Cultural Differences	49	2.64	1.045
4. Value Differences	49	3.18	1.155
5. Personality Issues	49	3.62	.855
6. Differences in Technical Opinions/Approaches	49	3.57	.913
7. Schedules	49	3.64	1.156
8. Costs	49	2.92	1.066
9. Administrative Procedures	49	3.46	1.129
10. Different Perceptions	49	3.70	.678

Source: Own survey (2018)

4.3.2. Organizational Conflict management style/Strategy Analysis

The next research question which tries to express the way of conflict management style or strategy deployed at BoA It projects was summarized in Table 4. Accordingly, the biggest score as far as the mean was concerned can be from an Avoidance/withdrawal type of resolution method ($M=1.68, S.D.=0.471$) governing the way how BoA conflict resolution is done. Interestingly, two of the responses shows the next best fit of the style positioned. The questions were arranged to categorize the method of conflict resolution in two speared factors where the first deal from the basis of the conflict resolution point of view and the second potion of questions concentrate on the actual strategy and style of resolution. Excitingly, the same result both in mean and Standard deviation score of ($M=1.56, SD=0.501$) was scored for individuals resolve conflicts from their own benefit point of view as basis of resolution method and Forcing type of strategy type, which support each other to accept the primary style of conflict resolution as forcing type based on only own benefit.

However, resolving conflict by individual based on cooperative resolution is seen to have the least result ($M=1.18$, $SD= 0.388$) indicating a troublesome resolution of conflict existing at BoA IT projects.

Table 4.3 – Mean & Standard Deviation value of Conflict Management Methods at BoA.

B. Strategy/Style/Method of Resolving Conflict	N	Mean	Standard Deviation
1. Individuals resolve conflict considering own benefit	49	1.56	.501
2. Individuals resolve conflict focusing on cooperative Resolution	49	1.18	.388
3. Forcing type Strategy/Style	49	1.56	.501
4. Avoidance/Withdrawal type Strategy/Style	49	1.68	.471
5. Compromise type Strategy/Style	49	1.50	.505
6. Collaborate/Confrontation type Style/Strategy	49	1.36	.485
7. Accommodation/Smoothing type style/Strategy	49	1.33	.474

Source: Own survey (2018)

4.3.3. Problems identified in Conflict resolution Process Analysis

Whilst the detailed descriptive statistics examined below in table 5 shows summarized results based on different process description involved in conflict resolution, the study will take individual approach per process to analysis what came out from the response as far as the real problem surfaced in the process of conflict resolution.

Analysis towards conflict resolution first process – Identification.

Accordingly, the description statistical result identifies a problem of dependence on personal variables for identification of conflicts at BoA IT as a major identified problem considering the score it attains ($M=3.14$, $S.D.=0.857$). Whilst the respondents have indicated with disagreement the existence of structure for identifying project conflicts with a least score of ($M=2.6$, $S.D.=1.030$).

Analysis towards cognition & personalization as Second process.

In this regard, a score of ($M=3.24$, $S.D.=0.870$) against the existence of taking part of emotions in reasoning and feeling conflicts personally took the primary position as problem agreed. A sore of

seemingly high mean and SD Value (M=4.3=S.D= 6.795) against potential opposition is labeled to be inaccurate as the values are scattered significantly as seen by the Standard deviation value.

Analysis towards resolution as third process.

The respondents agree that resolution following only other parties intention with a score of (M=2.53, S.D.= 0.915) considered a fair identified problem supported by the values of its standard deviation.

Analysis towards fourth Process – Enactment.

A score of (M=3.2, S.D.= 0.808) against a fact that resolution waits till another party reacts is concluded to be the problem in this particular conflict management process. In this part, most of the respondents have reacted neutral on two of the questions.

Fifth process Analysis towards resolution- Outcomes.

Final assessment shows a score of (M=2.90, S.D.= 1.147) against the process outcome of conflict resolution having never seen assessed as a naked truth of the problem existing in the process of conflict management.

Table 4.4. - Mean & Standard Deviation value of problems identified in conflict Resolution process.

C. Issues Identified in Conflict Resolution Process	N	Mean	Standard Deviation
C.1. Identification			
1. Conflicts are Identified and well Communicated	49	3.00	1.069
2. There is a structure existing to identify project conflicts	49	2.60	1.030
3. Most often, projects depend on Personal variables to identify Conflicts	49	3.14	.857
C.2. Cognition & Personalization	49		
4. Conflicts are usually perceived as arising from previous condition	49	3.12	.895
5. Emotions take part in reasoning conflicts and Felt conflicts personally	49	3.24	.870
6. Conflicts are perceives from incapability point of view	49	3.00	1.050
7. Conflicts are reasoned from potential opposition	49	4.30	6.795
C.3. Resolution			

8. Resolution follow only own intention	49	2.78	1.130
9. Resolution follow only other parties' intention	49	2.53	.915
10. Resolution follow only after discovering both parties intention	49	3.42	1.126
11. Resolution follow only after weighting impact and avoiding all intentions	49	3.20	1.030
C.4. Enactment	49		
12. Acting on resolution enhanced by the conflicting party behavior	49	3.28	1.051
13. Resolution wait till the other party reaction	49	3.20	.808
14. Proactive a swift own initiated action to the resolution	49	3.00	.948
15. Wait till resolution is formalized	49	3.00	.969
C.4. Outcomes	49		
16. Usually increased group Performance	49	3.44	1.248
17. Usually Decrease performance	49	3.04	1.370
17. Outcomes of conflict resolution have never been assessed	49	2.90	1.147

Source: Own survey (2018)

4.3.4. To what extent is BoA considering Conflict resolution in IT Project management as integral part of management Analysis

This very important research question was dealt both with the standard questioner and KII (Key informant Interview) which involves mostly the senior respondents whom have experience in all four IT projects and who have stayed in the bank for more than 10 years.

Accordingly, the summarized result shows that first BoA does not consider use of conflict resolution as vital role of management.

Further clarification using follow-up question for those respondents who has responded otherwise shows that they argue their response by the reason mentioning the difficulty of explaining the impact on the achievement of IT projects.

Finally revelations indicate by all respondents that the thorough study of conflict practices by the BoA management before taking and transformational measures to serve the purpose.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

With this chapter, summary of major findings, conclusions and recommendation of the study is provided.

5.1 Summary of the Findings

Bank of Abyssinia, being a pioneer private bank in Ethiopia, has passed through different business strategies to facilitate easy access of services to its customers and modernize its operation mostly using projects which are IT based. As the project management fundamental knowledge indicates that the existence of Conflict in these and other projects is inevitable and the project resources assigned have in one way or another witnessed and involved in the resolution. With this in notion, the study targeted response of this same resources to answer the research questions the study apt to answer. The findings of the analysis is then summarized and presented below.

From the demographic characteristics of respondent's, the lion share is taken by (86.5%) was male and the remaining (13.5%) were female respondents. Besides, the large number of respondents who participated in the study survey have more than two projects participation experience covering about a quarter of the total participants which is 73.1%. In relation to their qualification level, all of the respondents are holders of either undergraduate degree (57.7%) or Graduate degree (42.3%) where we can infer that the study involves educated employees who understands the subject matter better. Finally, when we came to the work experience of the respondents, it is revealed that the biggest share of them (61.5%) were with more than 10 years' experience which indicates that they had adequate exposure to the work area and had a potential of addressing the findings and implementation of the recommendation to the bank which in turn also reasonably increase the validity (as a whole the quality) of this research.

Further analysis of the result on the first research question of the study i.e. sources of Conflict at BoA's IT based projects reveals that out of the 10 sources, the following to be the top three most probable sources of conflict proven agreed by respondent from top to bottom.

- Different Perception of the Project ----- (M=3.7, S.D. 0.678)
- Personality Issues ----- (M=3.62, S.D. 0.855)
- Difference in Technical Opinion/Approach -- (M=3.57,S.D. 0.913)

The next research question addressed was to study the conflict resolution strategy or style where the following finding was obtained. The most agreed style indicated by the respondents shows that Avoidance or withdrawal type strategy (M=1.68, S.D.=0.471) which is not the best type of resolution method as far as literatures and different researches concluded. Further on, a forcing type strategy along a resolution style which considers only own benefit, which gain the same score of (M=1.56, S.D.=0.501) was found to be the second most responded type deployed in conflict resolution style at BoA IT based projects under the study. Further significant finding proving the first findings is that the respondents indicated that the more accommodating type of resolution styles comprising of conflict resolution focusing on cooperative resolution (M=1.18, S.D.= 0.388) coupled by Accommodating/ Smoothing type strategy (M=1.33, S.D.= 0.474). In addition to these all the mean value of the results shows below average it mean no strategy is dominantly used for these projects.

Drilling down into the study finds, this time the third research question which deal with problem identification in the conflict resolution process is described below. The findings are summarized for each process separately for description purpose. Accordingly, for the first conflict process namely identification, most of the respondents indicate that “dependence on personal variables for identification of conflicts” (M=3.1, S.D.=0.857) as a problem existing. For the second process which is cognition & Personalization the respondents select a problem namely “*taking part of emotions in reasoning and feeling conflicts personally*” with a score of (M=3.24, S.D.=0.870). For third process called resolution, a problem picked by the name “*resolution following only other parties intention*” (M=2.53, S.D.= 0.915). Enactment process was meet with identified problem found with a score of (M=3.2, S.D.= 0.808) was “*resolution waits till another party reacts*”. The fifth and final process of outcomes has found “*Outcomes of Conflict resolution have never been assessed*” as a valid problem.

Finally, a significant finding was brought forward indicating that BoA as an organization does not consider use of conflict resolution as vital role of management. This was also coupled with a supporting findings that respondents justify their response towards BoA's practice by mentioning the difficulty of explaining the impact on achievement on the projects. Respondents also call upon a though thorough study of conflict practices by BoA Management before taking any transformational measures triggered by the findings and recommendations of its study.

5.2. Conclusion

Under this study, the findings described in detail above lead to different conclusion on the conflict resolution and management related research questions addressed in the study.

The first conclusion is that the identified sources of conflict arise from conflicts innate from personnel involved in the project. They are described as either arising from perception, personality of technical approach. Getting this conclusion will assist the management to deal in addressing specifically on one of the difficult resources deployed for the project which is the human power.

Secondly, the study concludes from the findings gained for the conflict resolution style/strategy identification as the two worst types of conflict resolution styles or strategies namely Avoidance/Withdrawal primary and forcing type secondly is practiced at BoA IT Based projects. Moreover, BoA's doesn't have any strategy of resolving conflict for all these projects, or don't consider as a part of project management tasks.

Further review of the findings on the third research question of problem identification on conflict resolution process reveals that involvement of personal touch proving the above conclusion on source of conflict. Accordingly, the identification process have been concluded to have a problem of dependence on personal variables to identify conflicts while another problem of personal emotions taking part in conflict reasoning while describing the second process of cognition and personalization. Identified problem of triggering resolution following only other parties' intentions for conflict Resolution process for the third process in question while Enactment process is coupled with a problem of delaying resolution till the other party reacts. Finally, for this research question, a well-defined problem on outcome process where the nonexistence of assessment made on outcome of conflict resolution as last conclusion.

Finally, as well discussed in the finding part, the study concluded that BoA as organization doesn't consider Conflict resolution as integral part of management, which is quite significant conclusion where a proper action plan is expected to avert the undesired effect and usage of the fruits of properly managed conflict resolution towards Functional constructive result/output.

5.3. Recommendations

By relying on the study findings, the researcher suggests the following points as credible recommendations to the problem.

- It is an advantage to know most of the conflict source came from a BoA's human resources assigned on the projects, as the findings and conclusion states. Observing the highly qualified staff existence at the projects coupled by long year of experience, the management of BoA need to address the write way of conflict resolution focusing the staff in mind. Preparing Standard operating procedure in conflict resolution for ongoing and future BoA's Projects, putting the right structure in step by step resolution., the Project Manager and the Team Leaders first diagnose the cause of conflict ought to be and prepare the action plans before facing the team members, In addition, develop the social skills as well communications to understand the teams and to resolve a conflict, and training the staff (on capacity building and conflict management) can alleviate for better management of conflict resolution at BoA IT Porjctets.
- Secondly, the study highly recommend to understanding the different and best way of conflict resolution strategies and a consultation and frequent skill building training towards the best conflict resolution ,which is Collaboration/Confrontation type focusing on cooperative resolution type need to be conducted. In addition, The Project Manager must apply a techniques such as communication, heterogeneity and competition to stimulate the conflicts to opposing party to reach construction functional conflicts.
- A satisfactory conflict resolution have got a positive impact on information systems outcomes, so that The project manager and the team leaders are conscious when conflicts raised identify and communicated with in a time, resolve conflict arbitrary after discovering both parties intentions and act the resolution enhanced by both parties

behavior. Finally, Project Manager and Team Leaders assessed the conflict resolution outcomes whether it increase/decrease groups performance.

- Finally, the management of BoA has to equip itself with the fruits of the proper conflict resolution parameters which are prone to the achievement and constructive achievement of the actions as conflict cannot be stopped. A well-studied and surveyed study on all the conflict resolution practices existing in projects have to be studied, preferably by independent body, and based on the findings along this study recommendation, a transformational action need to be conducted to curb the current reality.

The study recommends the following areas for further study;

- Future researches should also conduct a study that will assess the same research questions addressed in this study on different projects like construction, sourcing and the like existing inside the banks territory to get a total comprehensive view of the practice and greater intervention.
- Furthermore, I recommend researchers to undertake a comparative analysis on the conflict resolution practices and findings among the same industry and between private and public owned banks.

Reference

Al-Sedairy, S.T. (1994). Management of Conflict: public sector construction in Saudi Arabia. *International Journal of Project Management*, 12(3): 143-151.

Bank of Abyssinia.com, (2018). Bank of Abyssinia official Website. [online] available at: <http://www.bankofabyssinia.com/index.php/profile/company-profile.html> /[accessed 10 October 2018]

Barnett E. (1997) *Managing conflicts in systems development*. Hospital Materiel Management Quarterly(18:4), pp 1-6

Barkley, B. T. and Saylor, J. H. (2001). *Customer-Driven Project Management: Building quality into Project Processes*. 2nd ed. USA: McGraw Hill.

Blake, R. R., Shepard, H. A., & Mouton, J. S. (1964). *Managing intergroup conflict in industry*. Houston, TX: Gulf Publishing Company.

Burke, K. (1969). *A grammar of motives*. University of California Press. California

Capozzoli TK. (1999). *Conflict resolution-a key ingredient in successful teams*. *Supervision* (60:11), pp 14-16

Cloke K, Goldsmith J. (2000). *Conflict resolution that reaps great rewards*. *The Journal for Quality and Participation*(23:3), pp 27-30

Cobb, T.A.,(2012) *Leading Project Teams: The Basics Of Project Management and Team Leadership*. (2ed) USA

Cook Curtis W and L Hunsaker Phillip (2001). *Management and organizational Behavior*. 3rd ed. New York: Mc Graw. Hill.

Dwivedi, R.S (2004). *Human relations and organizational behavior*. New Delhi Rajiv Ber: for Macmillan Indian LTD.

Goparaju Purna Sudhakar (2015). *A Review of Conflict Management Techniques in Projects*. *Brazilian Journal of Operations & Production Management* 12, Brazil pp 221-225.

Hans, A. & Bariki, A. S. (2012). *Conflict management styles in Oil and Gas sector in Sultanate of Oman*. International Journal of Information Technology and Business Management. Vol. 4 N 1 1-15.

Iorio J., Taylor E.(2013). *The Mediating Role of boundary objects on task conflict in global virtual project network*. International Journal of Project Management, [online] volume 24061, p.2 available at: <http://dx.doi.org/10.1016/j.ijproman.2013.04.001> [accessed 01 October 2018]

Jane, W. (2003). *People and organization; Managing people*. London; Chartered Institute of Personal Development House, P.94.

Kinicki, A. & Kreithner, R. (2008). *Organizational Behaviour: Key Concepts, Skills and Best Practice*. New York: The McGraw-Hill Companies.

Klunk SW. (1997). *Conflict and the dynamic organization*. Hospital Materiel Management Quarterly (19:2), pp 37-44

Lee, K. L. (2008). *An examination between the Relationships of conflict management styles an employee's satisfaction*. International Journal of Business and Management, 11-25.

Lloyd SR. (2001) *Conflict resolution: steering clear of the drama triangle*. Rural Telecommunications(20:5), pp 30-34

Mcshane, S.L & Glinow, M.A. (2008). *Organizational Behaviour*. New York: McGraw – Hill Companies.

NBE Annual Report, (2017). *Annual Report*. Addis Ababa: NBE, pp 2-5.

Olalekan, M.(2013). *Project Managers Conflict5 Manager and Its Impact on Project Team Motivation*. International Jornal of Scientific and engineering research,4(7), pages ISSN 2249-2255

Rahim, M. A. (2002). *Toward a theory of managing organizational conflict*. The international journal of conflict management, 206-235.

Robbins, S. (2005). *Organizational Behavior*: New Jersey: Prentice Hall.

Robbins, S.P, (2001). *Management Forest NSW*: Pearson Education, Pp 385-421.

Schmidt, W. H., & Tannenbaum, R. (1960). *Management differences*. Harvard Business Review, 38(6), 107–115.

Sekaran, UMA. (2004) *Organizational Behavior*, Text and Case. New Delhi: Tata MC Graw -Hill Publishing.

Singh, Nirmaz. (2000). *Human Relation and organizational Behaviors*. New Delhi; Deep and Deep publications.

Teamworks. Using team conflicts. URL:<http://www.vta.spcomm.uiuc.edu/TCT/tctl1-ov.html>

Thomas, K. W., & Kilmann, R. H. (1974). *Thomas-Kilmann conflict mode instrument*. Tuxedo, NY: Xicom.

Thomas, K. W., & Schmidt, W. H. (1976). *A survey of managerial interest with respect to conflict*. Academy of Management Journal, 19(2), 315–318.

Tomas C., Jose R., Isabel O., Angel U. (2014) Conflict Resolution to Project Performance. Journal of Science Direct, [online] Volume 194(2015), P. 157.

Available at:

https://www.researchgate.net/publication/282556551_Conflict_Resolution_to_Project_Performance [Accessed 10 Oct 2018].

Turk, W., (2008) *Common Sense Project Management*. American Society For quality. USA.

Van Slyke EJ.(1999). *Resolve conflict*, boost creativity HRMagazine(44:12), 1999, pp 132-137

Wall JA Jr, Callister RR.(1995) *Conflict and its management*. Journal of Management(21:3), pp 515-558

Yusuf A., (2016). *Conflict Management in Projects*. MSC. University of Johannesburg.

Zikmann, R. (1992). *Successful conflict management*. First international construction management conference (pp 53-57). Manchester: E&FN SPON.

Questionnaire



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
PROJECT MANAGEMENT DEPARTMENT**

Questionnaire to be filled by employees of BoA

Dear Participants,

First I want to put my gratitude for your time in responding to the research questions provided below. I am a postgraduate student at Addis Ababa University School of Commerce from the Department of Project, currently working on the project. The response you provided me gives a critical input to my research **“An Assessment of Conflict Resolution Practice in Project Management - A Case Study of IT Projects in Bank of Abyssinia S.C.”**

You have been identified as one of the respondents for this study and you are kindly requested to fill the questionnaire. The information obtained from the questionnaire will be kept confidential and will not be used for any other purpose. Hence, I kindly ask respondents to give your candid information.

Thanks you for your cooperation.

NB:

- It is not necessary to write your name
- Try to address all the question given below
- Please tick inside the boxes as appropriate

Section 1. Demographic Characteristics

1.1. Gender

a) Male

b) Female

1.2. IT Project you are familiar with

Core Banking System (T24) Upgrading

IFB

Data Center

IT Service Desk

1.3. Qualification

Diploma

First Degree

Masters

1.3. Experience

Less than 1 year

1-5 year

6-10 year

More than 10 years

Section 2. Interview Questions for an Assessment of Conflict Resolution Practice in Project Management.

PART A

The following statements relate to the main sources of conflict in the organization. Follow the instructions given for your responses.

Please indicate the sources of Conflict at BoA. (1= Strongly Disagree; 2=Disagree; 3= Neutral; 4=Agree; 5=Strongly Agree)		1	2	3	4	5
A.1.	Sources of Conflict					
1	Shared/Common Resources					
2	Differences in Project Goal/Objective					
3	Cultural Differences					
4	Value Differences					
5	Personality Issues					
6	Differences in technical Opinions/Approaches					
7	Schedules					
8	Costs					
9	Administrative procedures					
10	Different Perceptions					

PART B

The following statements relate to the different ways on managing conflict at BoA IT based projects. Follow the instructions given for your responses.

Please indicate the method used to manage conflict at Bank of Abyssinia It. (1= Yes; 2=No)		1	2
B.1.	Basis		
1	When conflict arises, I usually try to focus on resolutions that benefits my cause		
2	When conflict arises, I usually try to focus on cooperative resolutions		
B.2.	Styles/Strategy		
1	I usually observe conflicts resolved by giving firm value on own point than relationships. "I win, you lose" style. (Forcing)		
2	I usually observe conflicts resolved by being quiet and listen to the other party. Mostly ended up in a sense "I lose, you lose" style. (Avoidance/Withdraw)		
3	I usually observe conflicts resolved by giving weight to maintaining relationships. It ended up in losing own ground and giving in to the other party in a "I lose, you win" style.(Compromise)		
4	I usually observe conflicts resolved by agreeing to work together to come up with a better resolution than individual efforts. A "Win,Win" style (Collaborate/Confrontation)		
5	I usually observe conflicts resolved in a way that both parties agree to accept each other's resolution. (Accommodating/Smoothing)		

PART C

The following statements relate to identification of problems in the process of conflict resolution management. Follow the instructions given for your responses.

	Please indicate your observation identifying issues in conflict resolution process. (1= Strongly Disagree; 2=Disagree; 3= Neutral; 4=Agree; 5=Strongly Agree)	1	2	3	4	5
C.1. Identification						
1	Conflicts are identified and well Communicated					
2	There is a structure existing to identify project conflicts					
3	Most often, projects depend on Personal variables to identify Conflicts					
C.2. Cognition & Personalization						
1	Conflicts are usually perceived as arising from previous condition					
2	Emotions take part in reasoning conflicts and Felt conflicts personally					
3	Conflicts are perceives from incapability point of view					
4	Conflicts are reasoned from potential opposition					
C.3. Resolution						
1	Resolution follow only own intention					
2	Resolution follow only other parties' intention					
3	Resolution follow only after discovering both parties intention					
4	Resolution follow only after weighting impact and avoiding all intentions					
C.3. Enactment						
1	Acting on resolution enhanced by the conflicting party behavior					
2	Resolution wait till the other party reaction					
3	Proactive a swift own initiated action to the resolution					
4	Wait till resolution is formalized					
C.3. Outcomes						
1	Usually increased group Performance					
2	Usually Decrease performance					
3	Outcomes of conflict resolution have never been assessed					

PART D

The following statements relate to extent the organization consider conflict resolution in IT Project Management as integral part of management. Select the option that suits your responses.

D.1. Which one do you think the Bank use conflict resolution as vital role of management?

- By no means is conflict seen as role of management.
- The management considers conflict resolution as one of its duty.

D.2. If conflict resolution is not considered as vital role of management, how do you see its impact on the achievement of the IT projects of the Bank?

- It will not have any negative consequence
- The Bank did not use conflict resolution for IT projects performance enhancement.
- It is difficult to explain its impact on the achievement of the IT projects achievements.

D.3. How do you see the general conflict practice in the Bank?

- It is something that needs reform in order to contribute for the Bank's goal achievement.
- The Bank must continue in the existing mode of conflict resolution practice.
- Before taking any transformational measure, the conflict practice should be studied thoroughly.
- It is difficult to express as what measure will be taken.



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
PROJECT MANAGEMENT DEPARTMENT
INTERVIEW QUESTIONS**

1. do you think the Bank use conflict resolution as vital role of management?

2. If conflict resolution is not considered as vital role of management, how do you see its impact on the achievement of the IT projects of the Bank?

3. How do you see the general conflict practice in the Bank?
