

THE ROLE OF TEAM BUILDING ACTIVITIES IN SALES PROMOTION PROJECTS'
SUCCESS (THE CASE OF MOSS ICT CONSULTANCY), ADDIS ABABA



By: Fasika Yalew

A Research Submitted to AAU, School of Commerce in partial fulfilment of the requirements
for the Award of Masters of Arts in Project Management

Advisor: Teklegiorgis Assefa (Asst.Prof.)
Addis Ababa University School of Commerce

Addis Ababa, Ethiopia

2019

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTEMENT OF PROJECT MANAGEMENT

The Role of Team Building Activities in Sales Promotion Projects' Success (The Case of Moss ICT Consultancy), Addis Ababa

By: Fasika Yalew

Approved by Board of examiners:

_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Examiner	Signature	Date
_____	_____	_____
Examiner	Signature	Date

Declaration

I hereby declare that the project entitled “The Role of Team Building Activities in Sales Promotion Projects’ Success (The Case of Moss ICT Consultancy), Addis Ababa” is my original work and has not been presented in Addis Ababa University or any other University, and that all sources of materials used for the project have been duly acknowledged.

Fasika Yalew (The writer of the research)

Statement of Certification

I certify that Fasika Yalew has carried out her research work under my guidance on the topic “The Role of Team Building Activities in Sales Promotion Projects’ Success (The Case of Moss ICT Consultancy), Addis Ababa”. This work is suitable for submission as a partial fulfillment requirement for the award of master’s degree in human resource management.

Date: _____

Advisor: Advisor: Teklegiorgis Assefa (Asst.Prof.)

Addis Ababa University School of Commerce

Acknowledgements

I would like to extend my gratitude for those who have played a great role to make this research paper be completed in this way. First of all I would like to praise God, for being always my reason and strength to do anything from the scratch.

Next, I would like to thank my family especially my mom and brother for putting their trust on me that I can give my contribution for the academic world. And for their amazing understandings and support.

My special acknowledgment goes to my advisor Teklegiorgis Assefa (Asst.Prof.) for his very encouraging and educating advises at each step of the paper.

My friends Emenet Ephrem, Meaza Menber and others whose names not mentioned here are the ones I give greater gratitude for their supportive comments, Proofreading and motivation.

Lastly my gratitude goes to MOSS ICT consultancy, for providing me with the opportunity to work this research on the company and the colleagues at MOSS ICT Consultancy for their time in participating in the paper in filling out the survey questionnaire and being willing to give interview.

Table of Contents

Abstract.....	VIII
Acronyms/ Abbreviations.....	IX
CHAPTER ONE	1
1. INTRODUCTION.....	1
1.1 Background of the study.....	1
1.1.1 MOSS ICT Consultancy	2
1.1.2 M-Birr	2
1.2 Statement of the problem	2
1.3 Basic Research Questions.....	3
1.4 Objectives of the study.....	4
1.4.1 General Objective of the study.....	4
1.4.2 Specific objectives of the study	4
1.5 Significance of the study	4
1.6 Scope of the study.....	4
1.7 Limitation of the study	5
1.8 Organization of the paper	5
CHAPTER TWO	6
2 LITERATURE REVIEW.....	6
2.1 Theoretical literature review.....	6
2.1.1 Sales Promotion Projects (SPPs).....	6
2.1.2 Team	6
2.1.3 Project Team Building	7
2.1.4 Team Building Activities' role	7
2.2 Empirical Literature review	10
2.3 Conceptual framework.....	13
CHAPTER THREE	14
3. RESEARCH DESIGN AND METHODOLOGY	14
3.1 Research Approach.....	14
3.2 Research Design/Type.....	14
3.3 Sampling Design.....	14
3.4 Sources of Data.....	15
3.5 Measurement of Projects Success	15
3.6 Data Analysis Methods	15
3.7 Validity and Reliability.....	16
3.8 Ethical Implications	16
CHAPTER FOUR.....	17
RESULTS AND DISCUSSION	17

4.1 Data Collection and Analysis Process	17
4.2 Survey Results	18
4.2.2 Team Building Activities' role in successful projects	19
4.2.3 Over all view of Team Building Activities' role for the success of SPPs.....	23
4.3 Interview results.....	29
4.3. 1 The role of Team Building Activities	29
4.3.2 Size of teams	29
4.3. 3 Project managers' experience in Team Building Activities.....	30
4.3.4 Measurement of the Team Building Activities role on the success of the SPPs success:....	30
4.3.5 Team formation steps:.....	30
CHAPTER FIVE	32
CONCLUSION AND RECOMMENDATION	32
5.1 CONCLUSION	32
5.2 RECOMMENDATIONS.....	33
APPENDIX.....	34
Research Instrument	34
1, Questionnaire	34
2, Interview questions (for project managers).....	37
References.....	38

\

Abstract

The research was conducted on the role of team building activities in sales promotion project's success implemented by MOSS ICT consultancy in Addis Ababa. The study aims to distinguish team building activities roles in the promotion projects' success. The research used both quantitative and qualitative data analysis. Simple random sampling technique was used to choose respondents for survey questionnaire from among the population of the research, which are team members who were or still being involved in sales promotion projects. In the study; Interview was used in addition to Survey. Project team building activities role on Projects' success was the major concern of the research. The findings indicated that Among the Team building activities; Structure and Job design and Training were the ones which were being used in MOSS ICT Consultancy primarily. Regards to roles of Team building activities: Setting and achieving team goals, Trust among the team members as well as skill & knowledge development are found to be the major ones. Moreover, the study has delivered guidance on how to improve team building activities role in order to have successful sales promotion projects.

Keywords: *Team building, Team building activities, Team building and project success, Sales promotion projects,*

Acronyms/ Abbreviations

BTL- Bellow the Line

ICT-Information and Communication Technology

M-Birr- Mobile Money (e-payment system)

MOSS- Mobile Operation System Software (A company provides M-birr technology in Ethiopia)

PMBOK -Project Management Body of Knowledge

PMBOK- Project Management Body of Knowledge

PMI -Project Management Institute

SP- Sales Promotion

SPP-Sales Promotion Project

SPSS- Statistical Package for Social Sciences

TBA-Team Building Activities

CHAPTER ONE

1. INTRODUCTION

This section discusses on the followings: background of the study, statements of the problem, basic research questions, and research objectives, significance of the study, scope of the study, limitations, and organization of the paper. Each are presented consecutively here in this chapter.

1.1 Background of the study

When discussing about a project it is important to look at the team who makes it happen. It is often mentioned that teams' effort exceeds the sum of each individual's effort. Teams should work in a way that increases the motivation of team members and their ability to engage in future teamwork (Hackman, 1987).

Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare (Patrick, 2002).

Sales Promotion is one of those projects which requires ultimate team role. In order to promote services, promoters need to work hard in team with regards to giving detailed explanation and applying creative approaches. Customers' interest in the service highly depend on the way the service is promoted. Having a motivated team for the promotion is something very crucial in making the business successful.

Every project has an end, and there might or might not be another project to follow. "The disadvantage of such a briefing is that the project team is just temporary and these individuals might have not any commitment to its success (Ahsan & Muhammad, 2016).

Sales Promotion projects are very much in need of active involvement of the team members. If the promoters are not happy or not well empowered or build well then the marketing plan was challenged and the brand of that company was affected directly.

The role of team building activities in making the sales promotion successful is very decisive. In the traditional Tuckman model, teams undergo a series of phases labeled as 'forming', 'storming', 'norming', 'performing' as well as adjourning'. TBAs like training, exercises, and

simulations offer solutions for accelerating team development while avoiding any negative business impact (Carol Wilson, 2010).

It is very important to briefly discuss about the company where this research work has been conducted; MOSS ICT Consultancy, and its e-payment system M-birr. The promotion projects that are discussed in this research mainly involve promoting the M-birr service.

1.1.1 MOSS ICT Consultancy

Established in 2009 as a spin-off a long established mobile communication middleware company, MOSS Pioneered mobile money services in Ethiopia with the launching of M-BIRR. MOSS offers financial institutions a turnkey mobile money platform that can be deployed with minimal up-front-investment. And it offers proven technology, customer support, marketing and business development services to support the clients. Apart from delivering convenience to consumers, the solution enables financial service providers to acquire new customers, create long term loyalty with existing ones, and seize new revenue opportunities to increase their footprint in the market (MOSS ICT, 2019).

1.1.2 M-Birr

M-BIRR is the first Mobile and agent banking service in Ethiopia, run and operated by five regulated financial service providers in Ethiopia that have a long standing and trusting relationship with their customers. These are ACSI, ADCSI, DECSI, OCSSCO and OMO Ethiopian microfinance institutions. M-BIRR allows customers to do financial transactions from the convenience of their mobile phone. It is fast, efficient, secure, convenient, and safe (M-birr, 2019).

1.2 Statement of the problem

One of the critical interpersonal skills expected from a project manager is team building as this skill can motivate the team to achieve the project goals (PMI, 2013). However it is often not given attention by business companies.

The fact is that, either in-house by the company or outsourced by outside companies, SPPs cost thousands and millions of Birr. Not meeting the sales promotion targets on such kinds of projects is a huge loss of a big investment for companies.

It is not uncommon to see such sales promotion projects fail everywhere. Failure in promotion projects tends to be circular. It is because such kind of projects have implication on the hopeless future of other projects. Therefore to make the money for SPPs worth investing it is essential to make sure the team who work on it are built as a team.

A salesperson's motivation plays a crucial role in influencing his performance and thereby his productivity. Salespersons having a high level of motivation tend to perform well in the selling job and have high productivity. On the other hand, salespersons who lack motivation tend to be poor performers and fail to achieve their sales targets. Such salespersons hence tend to have low productivity (Anca, 2013). Hence; it is very clear that the sales promotion projects require excellent energy and motivation among sales/promotion team members in order to make promotion work successful.

Team building occurs naturally as people work together, but it can take a long time compared to the duration of the project. Usually projects are time limited. They produce one-time outputs such as a new product or service to be marketed by the company, a new information system, or a new plant (Cohen, 1997).

The limited time for sales promotion projects causes for giving less attention on team building activities. However, this is why companies need a team building process which can fast track the team building process which encourage the team to work to achieve the project objectives. (Rory, 2007).

Even if the importance of teambuilding activities for the success of promotion projects is important, only few studies are done in this area. Among the researches in the area Andrew Guiney (2009) and Fapohunda & Tinuke (2013) are the ones with relatively closer research objectives. These and other researches are discussed in the literature review part in detail.

Based on the above mentioned basic reasons, this research assess the role of team building activities on the promotion projects success in taking a case of those successful Sales promotion projects in MOSS ICT consultancy.

1.3 Basic Research Questions

- 1, What team building activities are used in the successful Sales promotion projects?
- 2, What is the role of team building activities on sales promotion projects success?

3, How team building activities play role in making the sales promotion projects successful with regards to time, budget and scope?

1.4 Objectives of the study

1.4.1 General Objective of the study

The general objective to this study is finding out the role of team building activities for the success of promotion projects in MOSS ICT consultancy firm located in Addis Ababa.

1.4.2 Specific objectives of the study

The study has the following specific objectives:

1. Identifying the list of team building activities applied in successful sales promotion projects
2. Determining the roles of team building activities on Sales promotion projects' success
3. Verifying the roles of the team building activities on the success of the sales promotion projects with regards to Time, budget and scope

1.5 Significance of the study

This study is significant for any individual or a company which is interested on project team building. Project managers who work on the area related to sales promotion can be benefited from the research result. MOSS ICT Consultancy Company, looking at the findings and the research conclusions and recommendations, can learn on the TBAs role and future improvements to be made in the area. In addition, related projects can refer this study as reference material in order to lead successful projects, by applying team building activities. The significance of this thesis to address the issues raised in the literature review. It is mainly relevant to understand project team building activities' role in project success.

1.6 Scope of the study

The major focus is on the team building activities implemented and their role on the promotion project's success. This research includes the promotion projects in 2015 up to the present ie. 2019 years. Even if there are plenty of team building activities roles, the research mainly focuses on; Structure and job design, Communication, Training, Feedback and Team celebrations and rewards as well as evaluation. The study relies only on the iron triangle project

success indicators. Which are; Time, Budget and Scope. It doesn't include quality, stakeholder management as well as safety any other indicators.

This study only uses the SPP teams' responses on the role of the team building activities. It doesn't involve the responses of the stakeholders in the area. In addition, regards to the data collection the study uses Survey Questionnaire and interview. However it doesn't use other methods like group discussion. This is due to the fact that most of the respondents are out of Addis Ababa, from where the head office of the company is located.

1.7 Limitation of the study

Even if this study has many strengths it also have limitations. For example the study has got few limitations when it comes to data collection process. This is basically because the research data has been designed to be collected on the internet through the online questionnaire means. However due to the instability of the internet service in the country side of the country the respondents who work at different regions out of Addis Ababa, couldn't send their responses as fast as possible.

1.8 Organization of the paper

This research is organized in a logical order. The paper comprises the following main parts: Introduction, Literature review and Methodology, Result and Discussion, Conclusion and Recommendation. In addition, it has different Appendixes in the end.

CHAPTER TWO

2 LITERATURE REVIEW

Here in this chapter the reviewed literatures are presented in two parts. The literatures were gathered from researches, articles, journals and books on the research topic. The chapter commences with theoretical literature review which discusses the description of key constructs and the Empirical literature review part discussed the related literatures on the topic and how they relate and differ from the current work.

2.1 Theoretical literature review

2.1.1 Sales Promotion Projects (SPPs)

It is reasonable to start on what Promotion means. The economic times (2019) defined promotion as it refers to the entire set of activities, which communicate the product, brand or service to the user. The idea is to make people aware, attract and induce to buy the product, in preference over others.

If promotion includes all the above mentioned activities, then we can see what sales promotion projects do. According to Karen & Scott (2016) sales promotion projects have an important role in the marketing programs of retailers. A large percentage of sales is made on promotion. Also, promotions address consumers at the point of sale. Thus, while advertising in classic media is becoming less effective, communication through promotions reaches the consumer at the place and time where most purchase decisions are made.

2.1.2 Team

There are varies definitions on what team is. For this study the following definition is selected for its broadness and briefness; a team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable (Katzenbach & Smith, 1993).

A project team is more than the sum of its parts. To work effectively and efficiently the project manager needs to provide the leadership and environment that encourages everyone to participate as an integral part of the project (Ralph & Irwin, 1992).

Rory & Steve (2007) explain the importance of communication in team work as; through interaction the team strives to enhance their creativity, innovation, problem solving, decision-making, synergy, and morale and work performance.

Teams often progress through a series of stages. One of the most common "sequential-stage theories" was formulated by Bruce W. Tuckman. According to Tuckman, Members get to know one another and start to learn to work together in the forming stage. Differences and conflicts appear during the storming stage, and much of the team's focus in the norming stage is on managing conflict. The team works together to accomplish the goals during the performing stage. The group dissolves during the adjourning stage (Tuckman, 1965).

Even if team is very important it is on the other hand not easy to build it. It is because, in the real world, individuality is rewarded more often than team participation. Managers must be able to develop ways for associates to grow and develop as a team. As Heathfield (2002) described it team building is not always the easiest task to accomplish.

2.1.3 Project Team Building

The PMI (2012) defines team building as activities designed to improve interpersonal relationships and increase team cohesions. It is also important to encourage information communication and activities because of their role in building trust and establishing good working relationships.

Team building is not just about putting together human resources and then deploying them on a project. It is the creation of a winning and collaborative spirit among team members so that they can work efficiently and in harmony with each other to achieve project goals. Team building process is probably the most neglected aspect of project management (Lewis, 1998).

In general Team building is an ongoing process that helps a work group evolve into a cohesive unit. The team members not only share expectations for accomplishing group tasks, but trust and support one another and respect one another's individual differences. The role of a team builder is to lead the team toward cohesiveness and productivity. A team takes on a life of its own and the leader has to regularly nurture and maintain it, just as he/she does for individual employees (Abdurezak & Dereje 2015).

2.1.4 Team Building Activities' role

Team building is something that is often ignored within organizations or projects. Staff usually have little conscious awareness of the skills and tools needed to nurture supportive collegial relationships. Leaders and managers are rarely prepared to understand the dynamics of team

formation and staff motivation or respond appropriately to the emerging needs of a team. Too frequently, conflict is either ignored or suppressed, attributed to individual differences and difficulties. As a result, internal team process can become a liability to performance, leading to low productivity, low morale, and high staff turnover. However, with increased awareness of basic skills and tools for addressing common challenges, these same dynamics can be turned into a source of continued team enhancement (USAID, 2012).

Organizations utilize a variety of types of TBAs to facilitate interventions for a variety of purposes, including improving interpersonal relationships, increasing motivation, aligning with change programs, increasing productivity, finding direction and resolving conflict (Kriek, 2007).

After team building activity (TBA) TBA, there are likely chances that people go back to their old ways of doing things once they go back to the office. Teams need support to build their strength gradually to change deep-rooted systems effectively (Neelam & Shilpi, 2015).

To make team building activity (TBA) live up to its true potential and to fetch maximum result out of it, it is necessary to integrate the team building with real-time work goals (Neelam & Shilpi, 2015).

TBA are performed to both increase team performance and to enhance the likelihood of project success. The future of business project management lies in teamwork; the question is not whether teams should be used and what tasks they should perform, but how teams can better accomplish projects. There is no agreement on the team building activities that need to be utilized or those that have the most impact on project success (Andrew, 2010).

2.1.4.1 Bringing Structured job design

Team building activities often allocate responsibilities among teams as a way of sorting out their roles, thus generating an official structure from within. If the two are compatible this can be an excellent way of creating space and definition for people to make the most effective and rewarding contributions. Project managers might appoint someone with high control resource to manage their meetings. But sometimes this strategy is a way of avoiding issues - of focusing on responsibilities instead of roles because the role clashes are too difficult or threatening- and in such cases, the structures are unlikely to be compatible, and can even exacerbate the tensions that already exist. Structural changes often only serve to relocate the problem (Hank, 1996).

2.1.4.2 Communication

Marsh (2010) discussed the importance of developing a system to efficiently flow information and discussion, argument, and decisions within the team of members became paramount to productivity.

Interactions between the project manager and team should include developing a very clear understanding of the project; priorities, time, resource and critical success factors; project scope and deliverables. Maintaining open channels of communication throughout the entire project is very essential (Larsen, 2004).

Office of Project Management Process Improvement (2007) explained how team building activities, communication in particular plays a significant role in project teams success as follows; Project team members use variety of communication methods to deliver project information, including meetings, telephone calls, email, voicemail, and websites. Meetings in particular are often the most effective way to distribute information to project stakeholders. Before planning a meeting, the project manager or assigned team member should consider the communication objectives carefully and choose a meeting format that will meet the objectives.

2.1.4.3 Creating well trained and competent team

Robbins & Timothy (2013) presented the role of training as a team building activity as follows; Training specialists conduct exercises that allow employees to experience the satisfaction teamwork can provide. Workshops help employees improve their problem solving, communication, negotiation, conflict-management, and coaching skills. It is researched that for example successful sales teams require much more than being staffed with high-ability salespeople: management have to focus much of its efforts on team building.

From this we can see that how companies will be benefited to invest on trainings in order to build a team which has unity and motivated to contribute more towards the success of the company.

2.1.4.4 Continuous learning through feedback system

According to Harold & Merry (2004) feedback is considered as one of the team building activities, as mentioned it as: Frequent information is important because it provides opportunities to identify and eliminate problems before they get out of hand. Delays in performance feedback can be costly, in that sub-standard work continues to be performed during that interval.

Feedback should be provided as quickly as is necessary to correct variance as it occurs and it should be communicated in such a way that the team member can identify and correct the variance in their performance.

2.1.4.5 Motivating Team through celebrations and rewards

Promotions, pay raises, and other forms of recognition given in team building activities motivates individuals who work effectively as team members, helping resolve team conflicts, and mastering needed new skills. This doesn't mean individual contributions should be ignored; rather, they should be balanced with selfless contributions to the team. Don't forget the intrinsic rewards, such as camaraderie, that employees can receive from teamwork. It's exciting and satisfying to be part of a successful team. The opportunity for personal development of self and teammates can be a very satisfying and rewarding experience.

It is important to recognize the team's efforts and performance. Individuals as well as teams should be rewarded and even small thank you notes help in boosting team spirits. Team members should be rewarded for their achievements rather than for their seniority, tenure with the company, and/or any other subjective parameter (Gaurav, 2019).

2.1.4.6 Successful Project Team performance evaluation

And lastly team building activities help to evaluate the team and to enable members evaluate each other's, which ultimately benefits the project. Chris Amisano (2017) mentioned in his research that when a group works together, an overall team evaluation can provide you with a picture of how the team functioned. Typically, group members will be asked to evaluate each team member as well as the group as a whole. The evaluation is based on both general criteria, such as teamwork, and specific criteria that is related directly to the project. If you are a manager, it may be a good idea to combine this evaluation with your own evaluation of the group and its project outcome.

2.2 Empirical Literature review

The idea of team building has been approached by the scholars in two different ways. The scholars differ in the idea of considering it as an overall team empowering mechanism or a short term team motivating activities, which are like team building games or icebreakers.

For example; (Gmeiner & Van, 2001) considered teambuilding as a specific intervention to address issues relating to the development of the team. And described it as; It consists of a one or more day programme focused on improvement of interpersonal relations, improved

productivity or better alignment of team goals with organizational goals. These interventions may have emphasis on fun and enjoyment such as paintball, river rafting, simulation of workplace dynamics such as ropes courses, or problem-solving activities indoor or outdoor experiential games, psychometric assessment to ascertain roles and personality.

On the other hand according to Susan M. (2018) team building activities don't have to be complicated. It can be as simple as creating events which make team know and support each other's.

However literatures don't distinctively present the list of team building activities vividly. Based on different sources the below discussed TBAs are presented to be the major ones;

This study considers team building activities as any of those activities that help the project team to develop themselves and become successful in their work.

When it comes to creating effective team using team building Anna, Erna & Helgi, (2015) focuses on the project manager's role. The researchers have put it as; to build a good team, the manager needs to be patient and have a good estimation of the positive and negative sides of their team. The team members often can't see the whole picture; instead they focus on themselves or on their performance. It is vital that the manager never forgets that the team members are human beings with all kinds of behavior.

Anna, Erna & Helgi (2015) also elaborated more on how the project manager uses one of the team building activities; communication, in handling situations like negative atmosphere mainly by finding the cause. Once the cause is understood, a solution can be found. In this process the manager needs to be frank with his team and give constructive advice. The manager may need to make tough decisions that some members may not agree with but at the same time he needs to build a strong relationship with his team.

Among the related literatures reviewed Andrew (2010) discussed in his research about the great role of team building activities on projects in the ICT business. In his study Andrew covers the teambuilding practice in UAE. When it is compared with this research his covers bigger population size. He mentioned how the team building as a practice is not as such adapted in UAE. Andrew mentioned the key challenges to team building as: tight project schedule, budget constraints, different outlook or attitudes of the team members towards the project goals, improper communication, lack of leadership and the power war among the team members.

Andrew's research described the major team building activities roles such as achievement of clear communication across the board, individual team member respect and recognition, clear identification of an individual's roles and responsibilities, establishment of project as well as individuals' goals at the onset of project, reward for team efforts and encouragement of loyalty to the team.

This research and Andrew's both raised the roles of team building activities like; communication, team members respect as well as goal setting. This research is different however from Andrew's because it mainly focuses on other roles of TBAs like training, Structure and job design, Evaluation of the project team activities. More over unlike Andrew's research which focuses on how the team building is not adopted in UAE and try to underline on that, this research studies those successful SPPs with the perspectives of time, scope and budget, and wants to see the role of the TBAs role in these successful SPPs.

Another article by (Fapohunda & Tinuke, 2013) discusses on the role of team building as it attempts to 'improve group performance by improving communication, reducing conflict, and generating greater cohesion and commitment among work group members. Employee resistance may also result for other reasons. Where teamwork requires job enlargement it may be necessary to either reduce some of their duties or to change the system of compensation and rewards. Teamwork is also often associated with empowerment, ownership and added responsibility and managers usually assume that individuals prefer to be involved in decision making instead of being told what to do. While this may be true in most cases, it is not true in all cases. It may bring about alienation for some employees and ultimately lead to job dissatisfaction, labour turnover and/or decreased performance.

Marsh (2010) research result, also proves that the ongoing formal communication methods, through team and individual meetings, provided foundational information and structure to the process. Informal methods more spontaneously moved additional information, concerns, or questions through the communication flows.

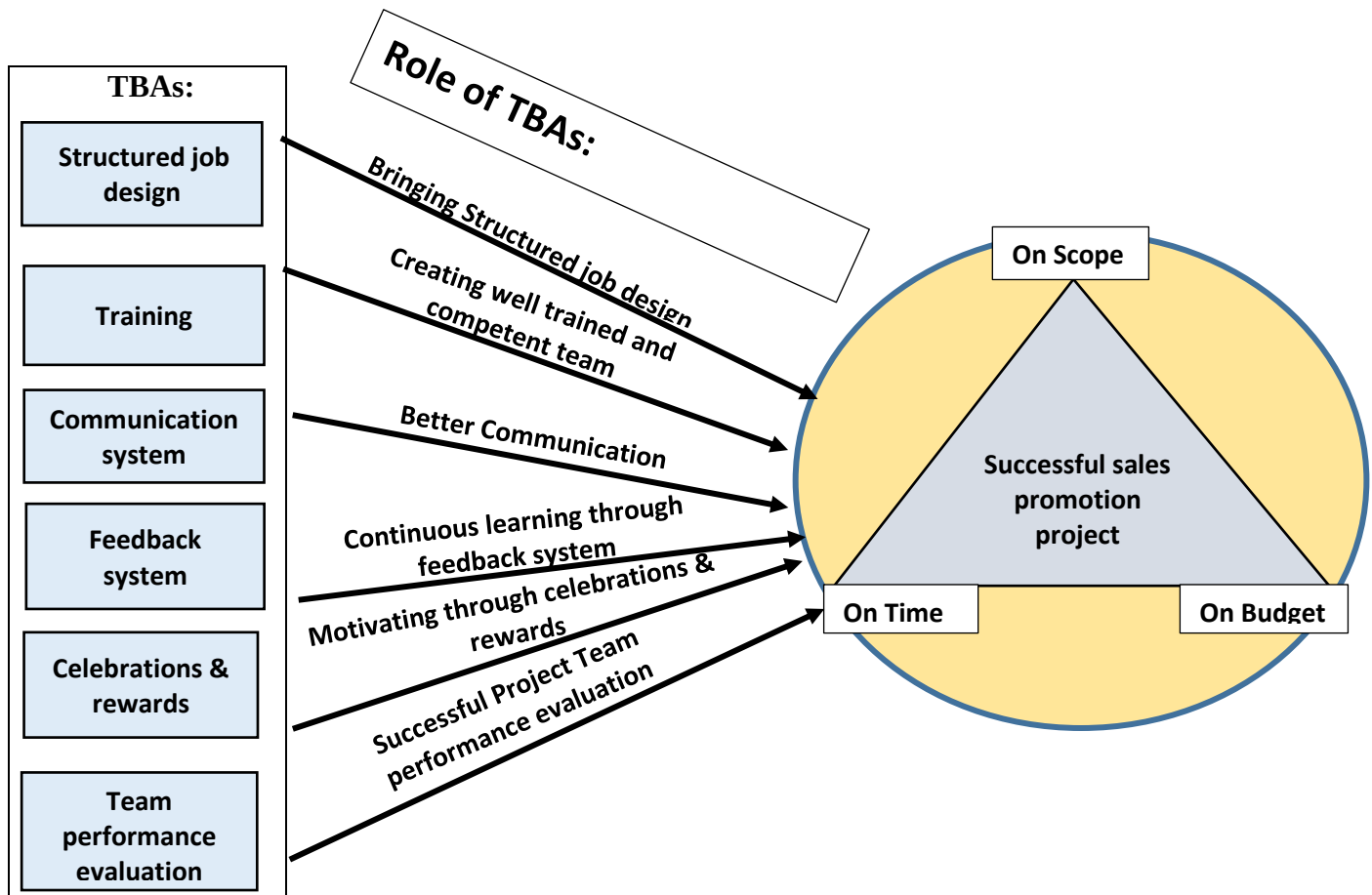
Neelam & Shilpi (2015) in their research concluded that there is a relationship between teambuilding activities and the success of the team in their work.

In general literatures in different areas of projects prove that team building has a great role in making the projects successful, however, they lack to give detailed information specifically on sales promotion projects. Even if some literatures mentioned variety of roles of team building

activities, they fail to associate it with the success of the project. Thus, this research fills the gap specifically on the sales promotion projects, in ICT area in Ethiopia, relying on the case of MOSS ICT consultancy.

2.3 Conceptual framework

The ideas and abstract principles which have been reviewed and discussed in the literature review have been modeled with the aid of a conceptual framework as shown in figure below.



Source: Researcher construct

The Conceptual framework presents the TBAs which have been considered in this study: Structured job design, Training, communication, feedback, celebration and rewards as well as team performance evaluations. The TBAs are independent variable and the success of a project in terms of fulfilling the planned Time, budget as well as scope is a dependent variable.

As the figure indicates it the TBAs practiced often at MOSS ICT consultancy and expected roles to be played to achieve the above mentioned project success indicators.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Research Approach

The research used both quantitative and qualitative research approaches therefore it can be categorized as mixed approach. This is mainly to capture both figures as well as stories and specific cases which can better show the situations.

3.2 Research Design/Type

This research is descriptive in nature which involves opinion as well as experience survey of respondents from among the staff of MOSS ICT Consultancy. It describes the main roles of team building activities that have impact on the success of promotion projects. The study tried to show also how these team building activities have affected the projects to be successful.

3.3 Sampling Design

Among the staffs in MOSS ICT, the target population are team members in MOSS ICT, the ones who have been working during (2015-2019), who have been directly involved in marketing promotions and sales campaigns.

Simple random sampling technique was implemented to select the respondents of the questioner. The reason for choosing this sampling technique is because it enables to collect a data from any of the samples which have the information on the teambuilding. The population size consists 300 staff members of which 30 are working in the company head office while 270 are in the field in the five regions of Ethiopia including Addis Ababa. And the sample size for survey questionnaire respondents is 170, considering confidence level of 95%, with 5 margin of error. This sample size is determined from the table value of a sample size determining formula developed by (Krejcie and Morgan, 1970). Using this measurement enables to get very larger number of sample to study.

Respondents from the head quarter and the field were being chosen using simple random sampling method. This way it can be possible to get a better representative sampling among the team members. Lottery system is used in order to choose the respondents. First each team member was assigned number and after that the numbers were picked in a simple random way,

using excel sheet. And from the excel sheet the team members working on sales and promotion which have given survey responses are selected.

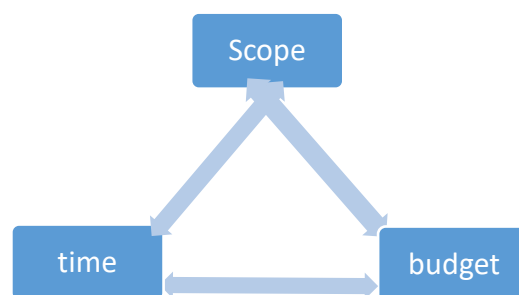
3.4 Sources of Data

The main source of data was survey questionnaires, which contains three parts. The first part consists of questions which require basic information and type of team building activities being implemented. The second part consists of questions presented in a Likert Scale. These questions focus on the roles of team building activities and assess the team members' responses for all the variables. The third part is multiple choices questions focuses mainly on project's success based on the three factors; time, scope and budget. The third part sees how the success factors show the team building activities helped in the process. The survey data was gathered from the existing sales promotion projects team members of MOSS ICT Consultancy through online questionnaire format called: "Google Forms".

In addition to survey, Interview was used especially for those who were involved as project managers in the promotion projects. Books, journals as well as online materials were the other sources used as a secondary source of information for the study.

3.5 Measurement of Projects Success

Time, scope and budget are considered as a project success measurement indicators. Using the planned target of the project, it is possible to compare and contrast how the project is successful against its plan.



3.6 Data Analysis Methods

The collected data was analyzed using the Statistical Package for Social Sciences (SPSS) software. The information gathered and analyzed is presented in the form of tables, graphs and charts. When it comes to qualitative data written descriptions, short descriptions and content classification are used as data analyzing techniques.

3.7 Validity and Reliability

Questionnaire is chosen as the research instrument due to its inherently accurate and cost-saving factors. A questionnaire that has been accurately and appropriately developed was provided the studied respondents the ease and understanding when responding, besides saving its time and cost too. The research follows research conducting ethics in order to keep the validity of the results, by keeping the contents to be original and using appropriate citation and references. Also the data gathering and analyzing methods are proven to be more reliable and valid as well. For example random sampling is free from subjectivity and personal error. It also provides appropriate data for this study purpose.

3.8 Ethical Implications

In accordance with Unitec research guidelines regarding ethical research, all steps were taken to ensure the confidentiality and anonymity of the participants was maintained. Both any of the promotion team members and project managers were asked to sign consent forms. Requirements of the research clearly explained to them and were happy to participate in this research.

Precautions taken to ensure the participants' confidentiality was preserved include the interview data being presented in a manner that would not potentially lead to any embarrassing information being revealed. Participation in the interviews was voluntary and all interview participants had the nature of the research fully explained to them and were then asked to sign a consent.

The final summary report that will be sent to both organizations upon full completion of this thesis will be completely anonymized, ensuring that any features that would directly or indirectly identify the participants or the organization are removed.

CHAPTER FOUR

RESULTS AND DISCUSSION

This section presents the results obtained from the survey and interview performed by providing the data which shows the findings on the areas of team building activities and their role that the respondents have rated.

4.1 Data Collection and Analysis Process

Data collection was undertaken in each of the following major steps, involved in both survey and interviews.

A total of 170 respondents took part in the study. Among which 15 are participated from Addis Ababa staffs and 155 are from up country staffs. All have completed the online survey questionnaire. Six Project Managers of those who have completed the survey were interviewed to interpret the results and to describe the performance of TBAs on their successful project(s).

The respondent's educational background looks like: 66.5% Degree, 10.6% Certificates, 7.6 % Diploma and 7.1% Master's Degree level.

Here is the respondent's/sample populations distribution with regards to their role in the SPPs at MOSS ICT consultancy:

Table 1 Respondents/sample distribution

No.	Roles category	Percentage
1	Project manager	33.5%
2	Project supervisor	25.9%
3	Project officer	22.9%
4	Sales promoter	15.3%
5	Others	2.4%

The number of SPPs done by the participants of this study is summarized in the below Table.

Table 2 Number of SPPs done by respondents

Number of SPPs	Frequency	Percent	Valid Percent	Cumulative Percent
1	26	15.3	15.3	15.3
2-3	78	45.9	45.9	61.2
Above 4	66	38.8	38.8	100.0
Total	170	100.0	100.0	

TBAs selected were those most used in successful SPPs and confirmed the relevance of TBAs to project success measures. The survey used to assess the project success measures and TBAs role on the success of SPPs. Interviews were held with six of the project managers who have completed the survey and became willing to give more detailed information. The interview provided with supplementary responses to the survey results and gives more input on the methods of implementing TBAs, in the case of MOSS ICT consultancy.

4.2 Survey Results

This part summarizes the results obtained from the survey. The information was attained from staffs who are working/ used to work in SPPs and have been willing to give information for this research. The staffs participated in this study are from different departments who have had various roles in SPPs as described earlier.

4.2.1 TBAs

The six TBAs were analyzed for the survey, the method of comparison was changed. In the survey, participants ranked only the top six TBAs. Also, TBAs were ranked for achievement of the four pillars in the forum, while TBAs were ranked for achievement of generic factors, in the survey. Results are presented under subtopics for each independent variable.

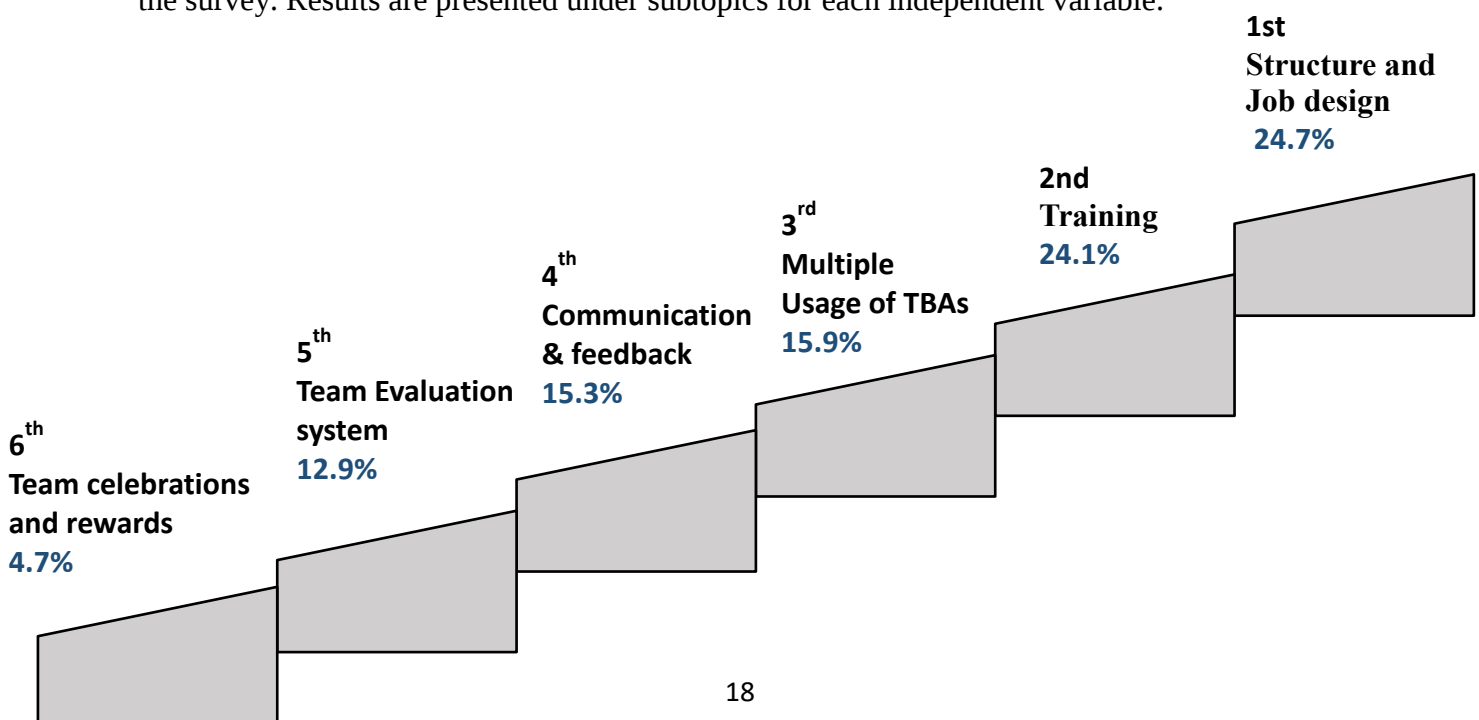


Fig. 1 The frequency of Team Building Activities used in MOSS ICT Consultancy

As can be seen in the Fig, above the findings of the survey shows the structure and job design and training have the highest place in the existing TBAs practices at MOSS ICT Consultancy. Whereas communication and feedback as well as team evaluation comes after consecutively. And team celebration and rewards are described as the least practiced team building activity.

In the next part of the analysis it is presented how the roles of the TBAs has related with the mentioned team building activities and their level of practice in the company.

4.2.2 Team Building Activities' role in successful projects

Here it is presented the listed team building activities and their roles as labeled by the respondents. The table in the below summarizes the role of team building activities. And how is it weighed by the team.

The TBAs' role is assessed using Likert's scale and it is discussed one by one as follows:

4.2.2.1 Achieving team Goals

Achieving team goal is rated to have a great role of team building activities in making the SPPs projects successful. With a mean; 4.65. This is the major significance of TBAs in project. Achieving goal means achieving the project target, which leads to the success of the project.

Table 3 Frequency and percentage on the Role of TBAs in achieving goals

		Frequency	Percent	Valid Percent
Valid	Disagree	13	7.6	7.6
	Agree	20	11.7	11.8
	Strongly agree	137	80.1	80.6
Total		170	100.0	

4.2. 2.2 Setting goals

In order to achieve the goals it is also logical the team need to set their goal. TBAs are rated to give this role in the 2nd place. Therefore the team bulging activities happened in the company studied are considered to have a great role in determining the final goal of the SPPs. Which has a great effect on the team remembers who will know what they need to achieve in their SPPs.

Table 4 Frequency and percentage on the Role of TBAs in setting goals

		Frequency	Percent	Valid Percent
Valid	Disagree	13	7.6	7.6
	Neither agree nor disagree	13	7.6	7.6
	Agree	16	9.4	9.4
	Strongly agree	128	74.9	75.3
Total		170	100.0	

4.2.2.3 Thrust among the team members

Trust is the basic thing for any team work and especially for projects which need more collaboration like SPPs. And its rated 3rd very important role of TBAs by the respondents. Trust is one of the essential element of a great team. And if the TBAs can bring trust among the team members, then it can be considered as a great achievement towards bringing the team working for contributing for their projects.

Table 5 Frequency and percentage on the Role of TBAs in developing trust among team members

		Frequency	Percent	Valid Percent
Valid	Disagree	13	7.6	7.6
	Agree	44	25.7	25.9
	Strongly agree	113	66.1	66.5
Total		170	100.0	

4.2.2.4 The role of training

Training is one of the major roles of Team building activities used in SPPs. As can be seen in the bellow graph, the role of training in helping the SPP team develop the necessary skills and knowledge is highly agreed by the SPP team members participated in the study.

Table 6 Frequency and percentage on the Role of TBAs in making training productive to bring Skill and knowledge

		Frequency	Percent	Valid Percent
Valid	Disagree	13	7.6	7.6
	Neither agree nor disagree	4	2.3	2.4
	Agree	38	22.2	22.4
	Strongly agree	115	67.3	67.6
Total		170	100.0	

4.2.2.5 Clear roles and Responsibilities

One of the listed TBAs is Structure and job design. Trough structure and job design it's possible to attain clear roles and responsibilities. Therefore the respondents again gave higher rate for this role of the TBAs. And this is rated 5th.

Table 7 Frequency and percentage on the Role of TBAs in creating clear roles and Responsibilities

		Frequency	Percent	Valid Percent
Valid	Disagree	13	7.6	7.6
	Agree	51	29.8	30.0
	Strongly agree	106	62.0	62.4
Total		170	100.0	

4.2.2.6 Motivation of the team members

The 6th most important role of the TBAs is motivation. Motivation of the team to do anything is considered as an important result of TBAs. However the term motivation is very wide here it came on its definition of staffs' willingness to work. Even though a company has the most skilled staffs, if they are not willing to work to make the project successful then the result might not be as intended.

Table 8 Frequency and percentage on the Role of TBAs in motivating team members

		Frequency	Percent	Valid Percent
Valid	Neither agree nor disagree	13	7.6	7.6
	Agree	66	38.6	38.8
	Strongly agree	91	53.2	53.5
Total		170	100.0	

4.2.2.7 A culture of team celebration & award

A culture of team celebration and award also can be a good role of TBAs and it's labeled as 7th the respondents of the research survey. Here TBAs role to bring a culture of celebration & award is considered to be one of the important role.

Table 9 Frequency and percentage on the Role of TBAs in creating a culture of team celebration & award

		Frequency	Percent	Valid Percent
Valid	Disagree	14	8.2	8.2
	Neither agree nor disagree	13	7.6	7.6
	Agree	38	22.2	22.4
	Strongly agree	105	61.4	61.8
Total		170	100.0	

4.2.2.8 Communication and feedback

Communication and feedback, labeled to be the 8th important role of TBAs. Trough effective use of TBAs, it is possible to bring a culture of clear communication as well as feedback. A successful team needs to have different feedback giving and receiving techniques in order to achieve its goal.

Table 10 Frequency and percentage on the Role of TBAs in bringing better communication and feedback system

		Frequency	Percent	Valid Percent
Valid	Disagree	13	7.6	7.6
	Agree	70	40.9	41.2
	Strongly agree	87	50.9	51.2
Total		170	100.0	

4.2.2.9 Creativity on promotion

The last but not least role labeled as 9th important role of TBAs is Creativity on promotion. The role of TBAs have their own degree of significance. Creativity on promotion even if it is labeled as ninth it doesn't mean that it is not important. As creativity is a root of better contribution and problem solving, a team who have it can have a better chance to succeed its SPP's goal.

Table 11 Frequency and percentage on the Role of TBAs in maximizing creativity on promotion

		Frequency	Percent	Valid Percent
Valid	Disagree	13	7.6	7.6
	Neither agree nor disagree	20	11.7	11.8
	Agree	48	28.1	28.2
	Strongly agree	89	52.0	52.4
Total		171	100.0	

4.2.3 Over all view of Team Building Activities' role for the success of SPPs

Here in this section the list of roles of TBAs were being rated by the respondents on their label of importance.

Table 12 Summary of data on the mean of Role of each TBAs

Likert's scales	Communication	Achieving team goals	Setting goals	Trust among the team members	Trainings help for skill & knowledge dev.	Clear roles and responsibilities	Motivation of the team members	A culture of team celebration & award	Creativity on promotion
Mean	4.36	4.65	4.52	4.51	4.50	4.47	4.46	4.38	4.25
Strongly disagree	—	—	—	—	—	—	—	—	13
Disagree	13	13	13	13	13	13		14	20
Neither agree nor disagree			13		4		13	13	
Agree	70	20	16	44	38	51	66	38	48
Strongly agree	87	137	128	113	115	106	91	105	89

As can be seen from the table below TBAs' role are presented by being prioritized based on the respondents opinion of the mean value:

Based on the table above the findings show the general role of TBAs:

Achieving team goals	by a mean of 4.65
Setting goals	by a mean of 4.52
Trust among the team members	by a mean of 4.51
skill & knowledge dev	by a mean of 4.50

The above are the major roles of team building activities. While the below listed are the next important ones;

Clear roles and responsibilities	by a mean of 4.47
Motivation of the team members	by a mean of 4.46
A culture of team celebration & award	by a mean of 4.38
Communication and feedback	by a mean of 4.36

While the least important roles of TBAs for SPPs success is to be Creativity on promotion by a mean of 4.25.

When this result is compared with the earlier result of the most dominant used TBAs which are structure and job design, Training as well as feedback and communication it shows a sound and meaningful implications with the most agreeable roles of TBAs: Achieving team goals, setting goals, Trust among the team members and skill & knowledge development. Therefore it is possible to say that most of the team building activities being used for the successful SPPs are considered to play a significant role by the teams who used to work in them.

4.2.3 Project Success Measures and TBA's role

The importance of looking at the three pillars for delivering project success (Time, Budget & Scope) was identified from different books and researches in the field. Therefore the role of TBAs in achieving the success pillars is checked based on judgements made by the respondents and analyzed using SPSS.

4.2.3 .1 Time

Time is the most relevant aspect in SPPs. It is very important for the team to meet the given time of the project and promote the product in order to be successful in general. Because every resource including the temporary staffs, vehicle and other resources are paid per time. Especially short term SPPs need to be more conscious about time.

Here the bellow table presents the result of the survey on the role of different TBAs in making the project successful with regards to making it timely.

The time of most of the SPPS at MOSS ICT based on the result of the survey is less than 3 months. The table below demonstrates how well the successful projects chosen by the respondents used the allocated time.

Table 13 The time span of Promotion projects

		Frequency	Percent	Valid Percent
Valid	51-79%	13	7.6	13.5
	80-100%	57	33.3	59.4
	101-150%	22	12.9	22.9
	>150%	4	2.3	4.2
	Total	96	56.1	100.0
Missing	System	74	43.9	
Total		170	100.0	

As the table indicates, the percentage of the respondents who have replayed that the time was managed more than 50% of the planned is 70%. And this can show us the projects the respondents has chosen to analyze are relatively the successful ones when it comes to timeliness.

Table 14 Team Building Activities' role on Time

TBAs	Frequency	Percentage	Valid Percent	Cumulative Percent
Training	13	7.6	7.6	7.6
Feedback management	13	7.6	7.6	15.3
Team Evaluation system	36	21.2	21.2	36.5
communication system	22	12.9	12.9	49.4
Structure and job design	42	24.7	24.7	74.1
Team celebrations and rewards	27	15.9	15.9	97.6
Multiple usage of TBAs	4	2.4	2.4	100.0
Total	170	100.0	100.0	

Therefore it is possible to say that each SPP has very limited Time for it to be accomplished in order to be successful and meet its goal.

The following table presents how each TBAs are being associated with their role to have timely effective SPPs. As can be seen from the table Structure and job design is the most mentioned role of TBAs to make the SPPs timely.

In the table which shows the roles of TBAs in SPPs, specifically on the project timeliness, Structure and job design has taken the leading TBAs role. Next to that is Team Evaluation system. The least rated TBAs to play role in making a timely project are Training and Feedback management.

4.2.3 .2 Budget

39% of the budget that the surveyed staffs have mentioned assigned for sales promotion projects surveyed was less than 2 million birr. The second largest category with regards to the SPPs budget is above 6 million birr, which constitutes 32.3%.

Considering the successful projects chosen by the respondents the budget planned and achieved. 78.1% of the respondents think the budget planned has been achieved by 80-100%. Which shows that the projects were successful by one of the project success measurement, which is budget.

Table 15 % of utilized budget

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<50%	13	7.6	13.5	13.5
	51-79%	8	4.7	8.3	21.9
	80-100%	75	44.1	78.1	100.0
	Total	96	56.5	100.0	
Missing	System	74	43.5		
Total		170	100.0		

The table below also shows the result of the survey on the role of different TBAs in making the project successful with regards to making it happen on budget.

Table 16 TBAs role on budget

	Frequency	Percent	Valid Percent	Cumulative Percent
Training	4	2.4	2.4	2.4
Team Evaluation system	31	18.2	18.2	33.5

communication system	56	32.9	32.9	66.5
Structure and job design	27	15.9	15.9	82.4
Team celebrations and rewards	4	2.4	2.4	84.7
Multiple usage of TBAs	26	15.3	15.3	100.0
Total	170	100.0	100.0	

Here for the completion of a project on budget the major TBA listed as very important is: communication system. It seems like the budget side of a project success needs more communication than the time. Team Evaluation system followed by Structure and job design are also the other mentioned important TBAs help to meet on budget completion of SPPs.

4.2.3 .3 Scope

Scope of the SPPs were classified in 10 different categories depending on the responses gathered from the respondents. Respondents who have been involved in planning and implementing stages of the scope were requested to mention the intended scope of the project.

We can generalize them as presented in the table below:

Table 17 TBAs role on budget

	Frequency	Percent	Valid Percent	Cumulative Percent
Promoting M-birr	109	63.7	63.7	63.7
Different expos	1	.6	.6	64.3
Direct Sales Project	4	2.3	2.3	66.7
Door to Door sales promotion	7	4.1	4.1	70.8
Job fair expo	4	2.3	2.3	73.1
M-BIRR campaign at TOTAL gas stations	3	1.8	1.8	74.9
POP Activation	4	2.3	2.3	77.2
Promoting M-birr for customers around The MFIs	4	2.3	2.3	79.5
Recruiting Agents	15	8.8	8.8	88.3
Registering new customers	20	11.7	11.7	100.0
Total	171	100.0	100.0	

Among the scope of the SPPs the general Promoting M-Birr category takes the most of it. After that registering new customers and recruiting agents take the second and third major scopes.

Table 18 Team building role on scope

	Frequency	Percent	Valid Percent	Cumulative Percent
Training	4	2.4	2.4	2.4
Team Evaluation system	26	15.3	15.3	17.6
communication system	35	20.6	20.6	38.2
Structure and job design	4	2.4	2.4	40.6
Team celebrations and rewards	57	33.5	33.5	74.1
Multiple usage of TBAs	13	7.6	7.6	81.8
Total	14	8.2	8.2	90.0
Training	13	7.6	7.6	97.6
Team Evaluation system	4	2.4	2.4	100.0
communication system	170	100.0	100.0	

In general it is possible to look at the role of TBAs across the three project success indicators, as can be presented in the table below:

Table 19 Team building role on all the three project success indicator

TBAs	Time	Budget	Scope	Total
Training	13	4	4	21
Feedback management	13	31	26	70
Team Evaluation system	36	56	35	127
communication system	22	27	4	53
Structure and job design	42	4	57	103
Team celebrations and rewards	27	26	13	66
Multiple usage of TBAs	4	4	4	12
Total responses	157	152	143	

Based on the table above; among the TBAs Team Evaluation and structure and job design are categorized to be the most important ones for the success of the SPPs across all the three project success indicators. Followed by these indicators Feedback management, Team celebrations and rewards and communication system are listed to be in the next level of importance for the success of the SPPs in terms of attaining the project's success. And Training is placed at the bottom in all the three parameters of project success.

4.3 Interview results

Interview format was based on presenting the results obtained from the survey to confirm results, and qualitative information on the reasoning behind the results for ranking of success measures, generic factors and TBAs. Due to interview time constraints, the number of TBAs researched was reduced to allow a more detailed analysis of the implementation of the relatively more important TBAs. The interviews focused on ascertaining the role of TBAs in the successful SPPs.

4.3.1 The role of Team Building Activities

All of the interviewed Project managers of SPPs have agreed on the relevance role of TBAs for the successful promotion. As a reason the respondents mentioned the followings: "because it helps to solve problem on time and helps to make it easier for people work together, it is very important to achieve the team goal, idea sharing will be easier, also it brings unity."

They also mentioned team building activities role on motivating staffs, in order to accomplish their job in better ways than a regular way. In addition they mentioned that the team building activities make it easier for members to identify what is expected of them and how to achieve it.

In addition to the above mentioned points they also mentioned the next ones as a relevance of TBAs:

"Team building is a necessary tool in this era of managing projects. This is due to the fact that the current time human power needs different way of motivation to work. Many especially for small job don't have ambition to work and get ambition."

4.3.2 Size of teams

The size of the teams is very important to know. When the work is structured depending on the scope and the detailed activity plan, then comes assignment of the human power which make the work happen. Because without the human power no project attains its goal. The size of the

team which is very much used is between 4- 15. This is a small team which can be managed easily.

4.3. 3 Project managers' experience in Team Building Activities

The project managers were requested to mention which TBAs they use repeatedly and the followings came as answers:

“Verbal, motivation, incentive, refreshment meetings take place in different cities, visiting places, training, discussions clearly, bonuses depending on achievement, performed teams/ team member, getting promoted, future considerations for additional jobs, competition and availing information online, exchanging strategy, discussion, Training, meetings and discussions on the team performance and encourage those who are performing well, frequent visit and support team in their sales promotion activities, Involving the team in goal setting for their promotion target, involve the team in expressing their success...”

4.3.4 Measurement of the Team Building Activities role on the success of the SPPs success:

The main measurement of the TBA's role on the success of the SPPs is mainly by: Comparing before and after performance analysis, and looking at the general M-birr transaction booming, Evaluating the planned KPI and the performance change eg. Generally the area number of customers registered, can be used to see the overall role of TBAs.

In addition in such a situation, Radical change needs to be coming transaction increase'. Asking the team which activities helped them to perform well, and look the impact on the actual performance of the M-birr system transaction increment.

4.3.5 Team formation steps:

Following up the TBAs; forming through adorning, the team formation process takes place professionally as the HR policies allow.

During the forming stage we give trainings and afterwards for the team and supervisors a closer guidance and follow up is provided so that the team to act accordingly. Meanwhile it is always expected of the team to have some storming issues, it can vary from team to team and it vary when to happen, but is taken care on the level of the issue. It is very important to identify some of the issues as early as possible so that finding solution can be easier as well as the team can pass to the performing stage immediately.

Short term sales promotion staffs usually leave from their contract, there is a need to replace them very soon. Needs to see if there is anything to be improved. And then follow up is important to fix if there is a gap. Communication gap among the sales and partners company. It takes energy to bring sales in to professional

Generally, interview results were consistent with survey results. The most important TBAs were selected by the writer of this paper. Therefore the participants of the study give their answers by prioritizing and associating the listed TBAs according to their role on SPPs.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

The research has covered the research objectives and answered the research questions. Here in this chapter a brief conclusion on what has been researched and a recommendation to be done based on the findings are presented as follows.

5.1 CONCLUSION

Team building activities are like a blood vein for a SPPs. This research study has addressed the major objectives it has in the beginning.

The first objective was identifying the team building activities used at Successful SPPs in MOSS ICT. Therefore, among the six identified TBAs: Training, Feedback management, Team Evaluation system, communication system, Structure and job design, Team celebrations and rewards, the top important ones are Structure and job design and Training are selected for playing a significant role in the success of SPPs. As can be understood from the interview, the team building activities are not limited on this ones. The SPPS at MOSS ICT always try to be creative and use different approaches more than the mentioned ones.

The second objective was the role of team building activities. Based on the findings, among the listed out nine roles of team building activities Achieving team goal leads all by a mean of 4.65. And Setting goals by a mean of 4.52, Trust among the team members by a mean of 4.51, Trainings help for skill & knowledge dev, by a mean of 4.50 follows..

The third and the last objective was to study on how the roles of the team building activities on the success of the three Project pillars: Time, Budget and Scope. Thus, the study showed; Structure and job design, communication system, and Team celebrations and rewards has most important roles consecutively for each project success measures.

5.2 RECOMMENDATIONS

Recruit more talented as well as more motivated promoters is a very key action in having a great team which can succeed in meeting the project goal.

Since dealing with human behavior cannot be easily predicted, it is very important to identify people's cause to work in the team towards the beginning of the SPPs.

There needs to be more incentives, trainings, refreshment meetings, encourage , follow up, motivating and capacity building, certificate, appreciation letter, experience letter

Reward and support are major encouraging tools, even though taking measure on the right time also will have is important role in the success of the project by promoting the team members depending on the situation

The company needs to come up with various ways of incentives as well as methods to make teams work together. Among such TBAs; inviting team to certain events like taking out the team members for meal, inviting football, movies, have meetings and discussions, travel as well as other team building activities and other similar ones can be considered.

Team building needs to be incorporated in the SPPs plans and addressed at both the organizational and project level.

Future research studies need to see the correlation between TBAs and the project success variables so that the research will be more completed with evidences and more scientific result can be developed.

APPENDIX

Research Instrument

1, Questionnaire

Addis Ababa University School of Commerce, Department of Project Management MA,
survey questions for the study on the title THE ROLE OF TEAM BUILDING
ACTIVITIES IN SALES PROMOTION PROJECTS' SUCCESS (THE CASE OF
MOSS ICT CONSULTANCY), ADDIS ABABA

Rs. No. _____ Department, _____ Town/city _____

Introduction

Dear respondent, thank you very much for being volunteer to fill up this questioner. I would like to assure you the information you give based on your experience on the promotion project/s you have participated in, is confidential and only used for the research purpose.

Part I

Please answer the following questions, indicating your response by typing/writing a ✓ sign inside the boxes.

1. Please provide your current level of education?

Certificate ☐ Diploma ☐ Degree ☐ Master's Degree ☐

2. How many sales promotion projects have you participated in while working with MOSS ICT?

1 ☐ 2-3 ☐ 4-5 ☐ above 5 ☐

3. What is/was your role in the sales promotion projects at MOSS ICT consultancy?

Project manager ☐ project supervisor ☐ project officer ☐ sales/promoter ☐ other ☐

Note: Question (4-9) are only answer if you were a project manager, coordinator (or any have position but if you only know the details about the project)

4. Consider one of the most successful promotion projects you have lead, how much budget was assigned for this project you have participated in, in birr?

< 2000,000 ☐ 2,000,000-4000,000 ☐ 4000,000 -6000,0000 ☐ >6000,000 ☐

5. How much of the assigned budget was used in the actual execution of the project?

100-150% ☐ 80-100% ☐ 51-79% ☐ <50% ☐

6. Consider one of the most successful promotion projects you have lead, how much time was assigned for this project you have participated in birr?

A year ☐ 6 months ☐ 3 months ☐ < 3 months ☐

7. How much of the allocated time was used in the actual execution of the project?

100-150% ☐80-100% ☐51-79% ☐<50% ☐

8. What was the project scope in the promotion project you have participated in ?

9. How much percent of the scope was completed by the end of the project?

100-150% ☐80-100% ☐51-79% ☐<50% ☐

Part II

Thinking about the most successful promotion projects you have participated in the company, please indicate your response by typing/writing a ✓ sign in the column that is most appropriate.

Nr.	Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	Trainings have provided the promotion/sales team members with necessary skills and knowledge which help them to succeed in their work					
2	The project team member's role and responsibility clearly identified through team building activities					
3	Team members have used the feedback given to them after each major activity, as a way of personal and professional development					
4	Team members were more motivated to work after the team building activities in promotion work					
5	Because of the team building activities trust has been built among the project team					
6	Team building activities create and open a room for creativity among promotion/sales project managers/ leaders					
7	Promotion team members better able to communicate with other members the team as a result of the team building activities.					
8	Team building activities motivated the promotion team to set goals that will assist them in workplace performance.					
9	Promotion team members were able to achieve workplace goals as a result of the team building activities.					
10	There is a culture for team to celebrate success and rewarding those who have achieved					

Part III

Please circle the best answer among the choices given under the following questions:

1. Do you think there has been any change as a result of the team building activities among your project team members? If there was which changes you have observed?
 - a. understanding colleagues
 - b. knowing roles of each team member
 - c. Improving on the areas where colleagues gave feedbacks at
 - d. Improved skills and knowledge on the work
 - e. Able to be more motivated to be part of the project
2. Which among the listed team building activities has/have effect for the successful SPP timely completion?
 - a. Structure and job design
 - b. communication system
 - c. Training
 - d. Feedback management
 - e. Team celebrations and rewards
 - f. Team Evaluation system
3. Which among the listed team building activities has/have effect for the successful SPP to complete the agreed up on scope?
 - a. Structure and job design
 - b. communication system
 - c. Training
 - d. Feedback management
 - e. Team celebrations and rewards
 - f. Team Evaluation system
4. Which among the listed team building activities has/have effect for the successful SPP to be accomplished on the budget allocated to it?
 - a. Structure and job design
 - b. communication system
 - c. Training
 - d. Feedback management
 - e. Team celebrations and rewards
 - f. Team Evaluation system
5. From the lists below, which team building activities in the SPP you have participated in was/were the key in general for the success of the project?
 - a. Structure and job design
 - b. communication system
 - c. Training
 - d. Feedback management

- e. Team celebrations and rewards
- f. Team Evaluation system

Thank you for your time!

If you have any question on the survey please contact:

E-mail: fasikayalew12@gmail.com or Telegram: Fasika Yalew, +251911060933

2, Interview questions (for project managers)

Among the sales promotion projects that you have participated in, consider the most successful one and answer the following questions.

1. Do you think sales promotion projects should involve team building activities? Why?
2. How many team members participate in a regular sales promotion activities? Why?
3. How do you use team building activities in your project? Explain in detail.
4. How do you measure the role of the team building activities you have used in the success of SPPs?
5. How do you see teams build in sales promotion projects at MOSS ICT function in relation with the team formation steps: forming, storming, Norming, performing and adjourning ?
6. Please describe here if you have additional information you want to give on team building activities role for the successful sales promotion projects

References

- AbdurezaK M. & Dereje A. (2015). Developing and Managing Project Teams. Addis Ababa University, College of Business And Economics, School of Commerce.
- Ahsan N. Dr. Muhammad M. & Dr. Yasin M. (2016). The Impact of Project Leadership and Team Work on Project Success. *International Journal of Humanities and Social Science*.
- Anca Mihaela (ASSOC. prof) (2013). Sales Force Motivation and Compensation. University of Bucharest.
- Andrew Guiney (2009). Information Technology Project Management Team Building for Project Success. RMIT University.
- Anna Sigridur V.,Erna K.& Helgi T. (2015).What can be learnt from the Icelandic national team's managers, in project management and in shaping group dynamics. School of Science and Engineering, Reykjavik University, Menntavegi, Reykjavik, Iceland.
- Carol Wilson (2010). Bruce Tuckman's Forming, Storming, Norming & Performing Team Development Model.
- Cohen, S. G., & Bailey, D. E. (1997). What Makes Teams Work: Group Effectiveness Research from the Shop Floor to the Executive Suite. *Journal of Management*, 23(3), 239-290.
- Chris Amisano (2017). Methods for Evaluating Employee & Team Performance.
- Fapohunda, Tinuke. M. (2013). Towards Effective Team Building in the Workplace. Department of Industrial Relations and Public Administration,Lagos State University Ojo. Nigeria.
- Fung Han-Ping (2015). The Influence of Team Building & Participation on Team Trust. Team Cohesion and Project Performance among Project Managers in Malaysia, Asia e University.
- F. K. Marsh (2010). High Performance Team: Building a Business Program with Part- and Full-Time Faculty. Mount Saint Mary's University, Emmitsburg, Maryland, USA.
- Gaurav Lohiya (2019). Team Building in Project Management Practice in the UAE Construction Industry.
- Gmeiner, A. & Van Wyk, S. (2001). The facilitation of a team-building process: implications for mental health. *Health SA Gesondheid*.
- Hackman,J.R,(1987). The design of work teams. Hand book of Organizational Behaviour. Prenice-Hall,Englewood, Cliffs.
- Hank Williams (1996). The essence of managing groups. Prentice Hall, Europe.
- Harold M, & Merryl S., (2004). Success through Team performance. Sacher Associates ty Ltd, Australia.
- Karen G., Scott A. (2016) Sales Promotion Introduction. TUCK School of Business at Dartmouth, Hanover, USA.

Krejcie R. and Morgan D. (1970). Determining Sample size for Research activities (Educational and psychological measurement).

Larsen, Eldon (2004). People; the key to successful project management. Marshall University.

Lewis James (2004).Team-Based Project Management. Beard Books, Washington D.C.

Kriek, H.S. (2007). ‘A survey of the prevalence and nature of teambuilding interventions in South African organizations’. Netherlands. *International Journal of Marketing and Human Resource Management (IJMHRM)*.Netherlands.

Neelam S.& Shilpi K. (2015). Impact of Team Building Exercises on Team Effectiveness.

Office of Project Management Process Improvement (2007). Project Communication Handbook,1120 N Street, Mail Station.

Patrick Lencioni (2002). “The Five Dysfunctions of a Team.

Project Management Institute (2013). A Guide to the Project Management Body of Knowledge (PMBOK guide) – 5th Edition. Newtown Square, PA: Project Management Institute, Inc.

Ralph L Kliem and Irwin S Ludin (1992). The people side of Project management. Gower publishing, Great Britain at the University Press, Cambridge.

Rory B., Steve B. (2007). Project management Leadership, building creative team. Everbest, HK / China.

Stephen P. Robbins & TimothyA. Judge (2013). Organizational Behavior. 15th edition.

Tuckrnan, Bruce, and M. Jensen (1977). Stages of small group development revisited. *Groups and Organizational Studies*2: 419-427.

USAID, (2012). Team Building Module Facilitator’s Guide. New Partners Initiative Technical Assistance Project (NuPITA). USA.

Online references

Heathfield,S.M..(2002). “How to build a teamwork culture: Do the hard stuff.” http://humanresources.about.com/od/involvement_teams/a/team_culture.htm.

Mbirr. (2019). Retrieved May 1, 2019, www.Mbirr.com, 2019.

MOSS ICT. (2019). Retrieved May 1, 2019, from <http://mossict.com/#about>, 2019.