



**Assessment of the Project Management Practices of Sheraton Addis
Maintenance Management System Upgrading Project**

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

By: Melaku Belete

ID No: GSD/5843/09

Advisor: Abraraw Chane (Phd)

February 2020

Addis Ababa, Ethiopia

Addis Ababa University
College of Business and Economics
School of Commerce

Assessment of the Project Management Practices of Sheraton Addis
Maintenance Management System Upgrading Project

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

Research Advisor: Abraraw Chane (Phd)

By: Melaku Belete

ID No: GSD/5843/09

February 2020

Addis Ababa, Ethiopia

DECLARATION

I, Melaku Belete, declare that this work entitled “Assessment of the Project Management Practices of Sheraton Addis Maintenance Management System Upgrading Project” is the outcome of my own effort and that all source of materials used for the study have been acknowledged. This study has not been submitted for any degree in this university or any other university. It is offered for the partial fulfillment of the degree of MA in Project Management.

Melaku Belete

Signature _____

Date _____

Addis Ababa University School of Commerce

Assessment of the Project Management Practices of Sheraton Addis
Maintenance Management System Upgrading Project

By

Melaku Belete

Dr Abraraw Chane

Research Advisor

Signature

Internal Examiner

Signature

External Examiner

Signature

STATEMENT OF CERTIFICATE

This is to certify that Melaku Belete has carried out his research work on the topic entitled, “Assessment of the Project Management Practices of Sheraton Addis Maintenance Management System Upgrading Project”, for the partial fulfillment of Master of Arts Degree in Project Management at Addis Ababa University School of Commerce. This study is an original work and not submitted earlier for any degree either at this university or any other university.

Advisor: Dr. Abraraw Chane

ACKNOWLEDGMENTS

First and foremost, all praises go to the almighty God, who endows me the endurance and courage to go through all ups and downs to reach the stage where I am now. It is my pleasure to thank my advisor, Dr Abraraw Chane, for his guidance and encouragement in preparing and finishing this research paper. Without his guidance and support, this paper cannot come to this last stage. Most genuine gratitude goes to my family and friends, who have helped me in many ways to accomplish my study from the beginning. I am also grateful for the employees of the Sheraton Addis Engineering Department employees who filled the questionnaires which has a valuable input for the research paper.

Thank you all!!

Melaku Belete

Table of Contents:

CHAPTER ONE: INTRODUCTION

1.1	Background of the Study.....	1
1.2	Background of the Company and the Project.....	2
1.3	Statement of the Problem.....	4
1.4	Research Questions.....	4
1.5	Objectives of the Study.....	5
1.5.1	General Objectives of the Study.....	5
1.5.2	Specific Objectives of the Study.....	5
1.6	Significance of the Study.....	5
1.7	Scope/Delimitation of the Study.....	6
1.8	Limitation of the Study.....	6
1.9	Organization of the Study.....	6

CHAPTER TWO: REVIEW OF THE RELATED LITERATURE

2.1	Introduction.....	7
2.2	Project and its Characteristics.....	7
2.3	Definition of Project Management.....	9
2.4	Defining Project Success.....	10
2.5	Project Management Practices for Project Success.....	11
2.6	Knowledge Areas of Project Management.....	13
2.6.1	Project Integration Management.....	13
2.6.2	Project Scope Management.....	15
2.6.3	Project Time Management.....	16
2.6.4	Project Cost Management.....	17
2.6.5	Project Quality Management.....	18
2.6.6	Project Risk Management.....	18
2.6.7	Project Communication Management.....	20
2.6.8	Project Human Resources Management	21
2.6.9	Project Procurement Management.....	22
2.6.10	Project Stakeholder Management.....	23

2.7	Defining Hospitality Industry and the Management.....	24
2.8	Hospitality Industry Management Practices.....	26
2.9	Conceptual Framework.....	29

CHAPTER THREE: THE RESEARCH METHODOLOGY

3.1	Introduction.....	30
3.2	Research Design and Approach.....	30
3.3	Data Sources and Types of Data.....	30
3.4	Target Population and Sampling Techniques.....	31
3.5	Techniques of Data Collection.....	32
3.6	Method of Data Analysis.....	33
3.7	Reliability and Validity.....	33
3.8	Ethical Consideration.....	33

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1	Introduction.....	35
4.2	Respondents' Demographics.....	35
4.3	The Practice of Project Management Knowledge areas.....	37
4.3.1	The Practice of Project Integration Management.....	37
4.3.2	The Practice of Project Scope Management.....	38
4.3.3	The Practice of Project Time Management.....	40
4.3.4	The Practice of Project Cost Management.....	41
4.3.5	The Practice of Project Quality Management.....	42
4.3.6	The Practice of Project Risk Management.....	43
4.3.7	The Practice of Project Communications Management.....	45
4.3.8	The Practice of Project Human Resources Management.....	46
4.3.9	The Practice of Project Procurement Management.....	47
4.3.10	The Practice of Project Stakeholder Management.....	48
4.4	Analysis of Semi-Structured Interviews.....	49

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1	Introduction.....	51
5.2	Summary of the Findings.....	51
5.3	Conclusions.....	53
5.4	Recommendation.....	54
5.5	Future Studies.....	55

List of Tables

Table 4.1: Demographic Information of the Questionnaire and Interview Respondents.....	36
Table 4.2: The Practice of Project Integration Management.....	38
Table 4.3: The Practice of Project Scope Management.....	39
Table 4.4: The Practice of Project Time Management.....	40
Table 4.5: The Practice of Project Cost Management.....	42
Table 4.6: The Practice of Project Quality Management.....	43
Table 4.7: The Practice of Project Risk Management.....	44
Table 4.8: The Practice of Project Communications Management.....	45
Table 4.9: The Practice of Project Human Resources Management.....	46
Table 4.10: The Practice of Project Procurement Management.....	47
Table 4.11: The Practice of Project Stakeholder Management.....	48

Abstract:

In today's world, many organizations have been undergoing through various projects in order to provide better services to their customers as well as to cope up the marketing competition they have been challenging. In 2016, Marriott International bought worldwide Starwood Hotels that enforced all the Starwood hotels to be refurbished to the new hotel management standard. This transaction was the reason for different departments in the Sheraton Addis hotel to go through various upgrading projects to keep the Marriott International brand. Among the range of projects in the hotel, this study delimits on the maintenance management system upgrading project within the Engineering Department. The objective of this study is to assess the project management practices of Sheraton Addis in terms of project management knowledge areas for the maintenance management system upgrading project. The methodologies that were followed for the development of this study was by scrutinizing research questionnaires as well as conducting interviews with project team members. This research has revealed the fact that the Sheraton Addis has demonstrated excellence in the majority of the project management knowledge areas; whereas for the Risk, Stakeholder and Integration Management components, knowledge gaps were observed in the project management practices. Therefore, in order to obtain successful project outcomes, all of the project management knowledge areas should be practiced appropriately and the Sheraton Addis should enhance its competence in the Project Risk, Stakeholder and Integration management knowledge areas.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Due to the dynamic, unique, complex and unfamiliar nature of projects, it becomes impossible to manage today's projects using traditional management procedures. Therefore, the need for the contemporary project management tools and techniques becomes an inevitable fact for the successful outcome of projects within the organizations. The contemporary practice of project management is rapidly developing through interactions with emerging new practices that focuses on achieving better project performances by employing complementary management practices from different settings (Obradovic et al. 2015).

In today's competition world, organizations are regularly undergoing through various innovative and upgrading projects to meet and exceed the quality of products or services they are providing so that they will be able to survive in the competition market they have been challenging. According to Shenhar & Dvir (2007), many organizations undertake various projects in order to achieve competitive advantage and business benefits as well as to generate economic values.

In order to carry out these projects proficiently, project management knowledge need to be developed well within the organizations. Project management practices have been growing over the years with contemporary standards and methodologies that help organizations to meet their goals through the implementation of their projects, following good practices that are documented in various standards and methodologies (Ferreira et al. 2013).

From the above description of project management, it is clear that projects require a unique form of management that is different from functional management skills in order to achieve the desired goals. Therefore, the concept of project management is evolved in order to plan, co-ordinate and control the many complex and often diverse activities involved in projects.

According to PMI (2013), a project management knowledge draws on ten areas including; integration, scope, time, cost, quality, procurement, human resources, communications, risk and stakeholder management.

Even if there are no formal project management setups like a Project Management Office in the Sheraton Addis, the hotel has been conducting various projects with partial implementations of the accredited tools and techniques of project management practices. Some projects have also been observed that they don't meet their objectives and have been pending for several years. Therefore, this research intends to assess the reality of the Sheraton Addis Engineering Department project management practices in the area of project management knowledge areas so that the hotel can enhance its competency for the areas that show weakness and improve the outcomes of its projects.

1.2 Background of the Company and the Project

The Sheraton Addis Hotel which was inaugurated on 29 February 1998 with an investment cost of 200 million US Dollars, has been one of the few 5-star hotels in Ethiopia that promotes the country's image since its opening. The hotel is owned by Sheik Mohammed Hussein Al Amoudi, built by MIDROC Ethiopia and designed by architect Kosek Ivo.

The hotel is known for hosting high profile world class events including the African Union summits, World Economic Forum, New Year Eve celebrations and so many more by residing leaders and higher officials from several countries, diplomats of many international organizations and institutions as well as providing different services to foreign and local guests.

Originally the hotel was built as part of the ITT Sheraton Luxury collection division which was later renamed as Sheraton Addis following the acquisition of the hotel under Starwood Hotels. In 2016, Marriott International bought Starwood Hotels so that the Sheraton Addis hotel services need to be renovated to the new hotel brand standards and various projects were evolving following the transaction.

Out of the multiple upgrading projects the hotel has been conducting, this study assesses the Maintenance Management System Upgrading Project in the Engineering Department. Regarding the company's efforts to develop a contemporary engineering system, this project was initiated to implement an automated system that transform the maintenance management system by improving the breakdown reporting scheme, data and information processing, maintenance follow up and

scheduling, asset registry and recognition, performance evaluation, procurement trailing, safety regulations as well as store and inventory tracking.

The compulsory maintenance management system upgrading project by the Marriot International Hotels basically deals with the implementation and development of Transcendent application. Transcendent is a web-based engineering application that allows properties to manage their assets, documents and maintenance programs in general. It enables the administration of enterprise web engineering processes, standards and performance measurement as well as data recordings. It helps to eliminate the variations that exist across properties in the Marriot International Hotels and will help to increase the efficiency of the workforce and to improve brand standard compliance.

The upgrading maintenance management system enlighten the view of the department from business efforts, property management and global perspective. It provides an assurance for the preservation and retrieval of data for the maintenance procedures, labor hour, material usage, downtime recording, frequency of failure as well as safety notes for protecting people and assets. It incorporates SOP and COPs that should have been followed by each member of the engineering team while performing Breakdown Maintenance as well as PPMs.

With the upgrading maintenance system, users develop an understanding of inspection procedures and management of all assets within the organization. This contemporary maintenance management system registers all the machineries and equipment in barcodes and delivers their maintenance instructions as well as scheduling and assignment of responsibilities. As built in diagrams for all electrical and mechanical machineries are developed in the system so that the proper maintenance procedures can be achieved. The upgraded maintenance management system also emphasizes on the importance of engineering standards compliance and how standards are tracked at the global and local level.

1.3 Statement of the Problem

Project management is crucial for controlling the project activities by strengthening professional skills and assessing different alternatives in order to achieve the results of a project and fulfill the different stakeholders' needs (Walker, 2002). It is also essential for the development of organizational performances in order to attain their strategic objectives.

Project management knowledge areas are therefore concerned with these concepts in order to achieve the organizational competence. Project management has been designed to achieve a successful outcome of the projects; however, without a proper practicing, it might convey a different result (Alias et al. 2012). It is also mentioned in this study that a best practice is a proven process that delivers measurable improvements in project efficiency and/or effectiveness.

The researcher has observed that the Sheraton Addis hotel has been running various projects and some of these projects have resulted in unsuccessful project outcomes. There are some projects that cost above their budget, others took several years beyond the completion date and even there are also incomplete projects are halted for several years. Moreover, the above listed project management knowledge areas, i.e. integration, scope, time, cost, quality, communication, human resources, procurement, risk and stakeholder management are not fully practiced within the Sheraton Addis hotel. Therefore this study intends to find out the extent to which these components are practiced in the hospitality industry and attempts to answer the following research questions.

1.4 Research Questions

- What is the actual project management knowledge area practices in the Sheraton Addis Engineering Department?
- Are the project management knowledge areas being practiced in a hospitality industry without formal project management setups?
- How the project management knowledge base can be improved in the Sheraton Addis Engineering Department?

1.5 Objectives of the Study

1.5.1 General Objectives of the Study

The general objective of this study is to assess the project management practice of the Sheraton Addis Engineering Department.

1.5.2 Specific Objectives of the Study

This study has the following specific objectives:

1. To assess the practices of project management knowledge areas in Engineering Department in the Sheraton Addis Hotel.
2. To identify if the project management practices are developed in a hospitality industry without formal project management setups.
3. To determine the gap in which the project management practices need to be improved in the Sheraton Addis Engineering Department.

1.6 Significance of the Study

Upon evaluating the research questions on the Sheraton Addis Engineering Department practices in project management knowledge areas, this study is helpful in signifying the effectiveness of proper project management practices to improve project performances. This study is also anticipated to enhance the organization to carry out significant changes and implement new project management practices with a better use and control of the existing resources and capabilities.

Moreover, the researcher believes that this study is helpful for the Sheraton Addis hotel to demonstrate excellence in the project management knowledge areas without contradicting the hospitality industry code of practices. Therefore, its contribution in empowering the organizational structure and project management practices to improve the existing project management approaches is significant.

1.7 Scope / Delimitation of the Study

The Scope of this study is delimited to assess the Engineering Department project practices in the Sheraton Addis Hotel where the researcher can easily reach to the project participants. Even though there are multiple projects undertaking in the hotel, this research doesn't study other projects and its findings should not be used as a generalization to the project management practices for all the departments in the hotel. Based on PMI (2013), this study also focuses only on assessing project management practices through the generally accepted project management knowledge areas.

1.8 Limitation of the Study

Due to the company policy, disclosure of sensitive and financial information are restricted and the magnitude of the questionnaires and interviews are limited from excessive details. In addition, some of the project management concepts such as the maturity level models and project management process groups are not covered which may have a significant value for project performance improvements.

1.9 Organization of the Study

This thesis work has five chapters. The first chapter includes introductory part with background of the study, background of the company and the project, statement of the problem, research questions, objectives and significance of the study as well as the scope and limitation of the study. Chapter two is composed of the review of various books and journal articles to base the study on existing literature. This chapter discusses relevant issues to build understanding of the subject matter. Chapter three includes the details of the research methodology to gather and analyze data from which findings are drawn. Chapter four contains the analysis of the data gathered by the research questionnaires and interviews. The last chapter discusses about summary, conclusion and recommendation. The references used in the study, interview guide and questionnaire used are included in the Appendix section.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This literature review chapter is to provide a summary of project management effectiveness for projects' outcomes as well as to highlight the prevailing knowledge gap of proper project management practices in the Sheraton Addis Engineering Department.

Effective project management practice is an inevitable fact for achieving better project outcomes by employing contemporary project management tools and techniques that were developed through time. Project Management practices are the mechanisms by which PM processes in the organization are delivered and supported (Fernandes et al. 2013). It is also pointed out that project management techniques include various guidelines in which organizational processes are defined, including the use of procedure documents, checklists, job aids, and templates as well as the use of software packages and various databases.

Therefore, project management requires an effective application of the internationally accredited knowledge in order to achieve the project's desired goals. According to Cleland & Gareis (2006), project management tools enable to carry out multiple activities in order to accomplish projects with the required quality parameters, within the defined time limits and without exceeding the budget or even with better results than expected. When properly applied, best project management practices, allow improving the efficiency and productivity.

However, the implementation of project management tools and techniques are not always to the level of the attributed standard. Many scholars have written various articles on a view to assess the reality on the level of the project management knowledge and practices as well as its effectiveness on the project outcomes (Alias et al. 2012; Ferreira et al. 2013 & Fernandes et al. 2018).

2.2 Project and its Characteristics

According to PMI (2013), "A project is a temporary endeavor undertaken to create a unique product, service, or result". The temporary nature of projects indicates a definite beginning and end. According to Wysocki (2014), a project is a sequence of unique, complex, and connected

activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification. Similarly Kerzner (2009) defines it as a series of activities and tasks that have specific objective to be completed within certain specifications, having a defined start and end dates, have funding limits and consume human and non-human resources.

By summarizing the above given definitions, a project can be defined as a temporary endeavor that has unique output and carries out multiple activities in order to accomplish an organization's objective by exploiting its resources and having a definite starting and ending points as well as budget and quality constraints.

Following from the above given definitions, projects can be described by the following characteristics:

Temporary: Every project has a finite start and end dates. The start is the time when the project is initiated, and the end is when the objectives are either met or cannot be completed and then it is terminated.

Complex: Projects possess multiple activities in various disciplines and these characteristics makes projects more complex than functional processes. Projects are complex open system with social processes, involving human interrelations (Zidane et al. 2015).

Unique: Every project is different from each other and identical projects cannot be existent. Projects are not repeatable in terms of the time and duration they are carried out as well as the location, scope and in every aspects of the project properties.

Single and Definable Purpose: Every project has a specific and definable purpose that it intends to accomplish. Munns & Bjeirmi (1996) have stated that a project can be considered to be the achievement of a specific objective, which involves a series of activities and tasks.

Unfamiliarity: Projects usually incorporate new approaches and unfamiliar methodologies that has never been practiced before.

Defined Constraints: All projects have their own critical factors that defines its success.

Multi Professional needs: Projects require multiple professions and skills that is based on the interdependency between these tasks. Larson & Grey (2011) have stated that instead of working

in separate offices under separate managers, project participants, whether they be engineers, financial analysts, marketing professionals, or quality control specialists, work closely together under the guidance of a project manager to complete a project.

Interlinked Processes and Projects: Projects usually interlink through several organizational structures, resources and also with other projects to achieve a specific goal.

Delivers Change and Generate Value: Projects are essential tools to deliver changes in the end products in order to generate revenue for the organization as well as to gain competitive advantage and business benefits (Kendall & Rollins, 2003).

2.3 Definition of Project Management

From the above given characteristics of projects, it becomes very clear that projects require an appropriate form of project management practices that are different from the functional management approaches. According to PMI (2013), Project management is an application of knowledge, skills, tools and techniques to project activities to meet project requirements. This is accomplished through the application and integration of the project management processes of initiation, planning, executing, monitoring and controlling as well as closing.

Traditionally project management was based on a belief that if projects are completed by the triple constraint of time, cost and performance, the project is assumed to be successful. However projects should also be viewed from an organization's strategic perspective for the purpose of providing value to both the customer and the enterprise as well (Polkovnikov et al. 2014).

By incorporating standardized and best systems in project management practices, an organization can enhance personal and collaborative productivity from its projects (Milosevic & Patanakul 2005). In today's world, organizations are striving for continuous improvement to attain customer satisfaction, cost reduction, resource optimization, quality improvement and various strategic qualifications that makes the organizations sustain in the competition market. This orientation reflects a modern organization that brings value to its customers through projects and has chosen

to organize its activities to a larger extent by initiating, executing and delivering projects (Ingason et al. 2014).

According to the PMI (2013), project management process is defined as a process that ensures the effective flow of the project throughout its life cycle and five project management process groups and ten knowledge areas are identified. The project management process groups are Initiating, Planning, Executing, Monitoring and controlling, and Closing. The knowledge areas are Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Risk Management, Project Communications Management, Project Human Resource Management, Project Procurement Management and Project Stakeholder Management. According to Schwalbe (2004) the ones that are considered the most important are Scope, Time, Cost and Quality management areas.

Therefore, a broadening view of the project management knowledge areas provide a complete project management success.

2.4 Defining Project Success

Project success depends on the expectation and the perceptions of the different stakeholders in the project. Traditionally the triple constraints of a project are used to define the achievement or attainment of project objectives. Project success has developed from the simple achievement of cost, time and quality criteria, also known as the “iron triangle”, or “triple constraint” (Kerzner 2009). He also outlines that these factors are only limited to the project results which don't consider the wider view of customer's satisfaction and ultimately the organization itself.

Prabhakar (2008) noted that although schedule and budget performance are important components, they are inadequate measures of project success; and hence quality is the most significant subject correlated with the technical performance and specification as well as the functional objectives perceived by different stakeholders. However, in many organizations project managers are encouraged to finish the project on cost and time and nothing else (Turner 2009).

According to Kerzner (2009) the definition of project success has been modified to include completion within the allocated time period, within the budgeted cost, at the proper performance

or specification level, with acceptance by the customer/user, with minimum or mutually agreed upon scope changes, without disturbing the main workflow of the organization and without changing the corporate culture.

Moreover, a project can also be defined successful if the end results can easily be commercialized, efficiency and effectiveness of operations are enhanced, strategic alignment with the organization are achieved, safety requirements are maintained, ethical conducts are not violated in an organization, corporate reputations are maintained as well as agency relations are not altered.

Summarizing the above project success factors, PMI (2013) has defined project success as the completion of the project within the constraints of scope, time, cost, quality, resources and risk as approved between project management and senior management. There are different factors that determine project success, i.e. the project management, business alignment, decision makers, influencers, the human resources, stakeholders, communications systems and interpersonal skills (Ozguler et al. 2015). Out of these different factors, this research paper emphasize on the project management practices that contribute the most dominant element for the project success.

2.5 Project Management Practices for Project Success

According to Silva & Gomes (2015), project management is a practice in which companies invest in order to obtain the best strategic option for the development of their final activity, and to optimize their intermediate activities. They also outlined that project management practices are concerned with associating the best practices to the existing organizational culture.

Project management practices enhance organizations to effectively manage their resources in order to achieve the time, cost, quality and scope constraints. The tools and techniques shouldn't necessarily be the same in all organizations therefore organizations should select the appropriate project management approach that they can obtain more benefit and comply with the established objectives. Besner & Hobbs (2006 cited on Fernandes et al. 2018), stated that identifying the tools and techniques for project management practices is essential because they represent the means by which project managers execute project management processes, and are also concrete and specific

ways to apply rules and principles that must be chosen according to the context of the organization where they fit.

New approaches should be developed in organizations in carrying out their projects that are closer to the reality, including the use of project management approaches, seeking a better use and control of existing resources and capabilities (Gomes et al. 2016). Effective project management enhances the development of organizational strategies, by strengthening professional skills and capabilities, and identifying the factors that contribute to project success.

Tan (2004 cited on Alias et al. 2012) noted that the project management is crucial for the smooth implementation and success of any project. Experienced and qualified project manager and project team have the ability to avoid any difficulties and they should always need to exercise the proven processes that will improve the efficiency and effectiveness of the project activities that may otherwise result in project failures. The implementation of project management methodologies vary considerably and organizations can improve project management practices by using formally defined methodologies and adhere to it constantly (Fernandes et al. 2013).

In practicing the accredited knowledge and application of project management tools and techniques, there will be a higher rate of the project management expertise effectiveness that will result in higher probability of successful completion of projects. Even though there is a distinction between project success and project management success, but there is an obvious relationship between them – a successful project management leads to a successful project (Sebestyen et al. 2017).

2.6 Knowledge areas of Project Management

Well-developed knowledge on project management provides an organization to efficiently utilize its resources so that projects are carried out effectively and the desired project outcomes can be achieved. Efficient project management practices are comprehensive tools to improve the performance level of the project activities and to accomplish projects in an effective and efficient way. The project management best practices are standardized guidelines in which the project undertakings should have followed. In order to achieve reliable project outcomes, understanding and applying the knowledge areas of project management becomes a crucial procedure.

According to PMI (2013), there are ten Project Management knowledge areas which are: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Risk Management, Project Communications Management, Project Human Resource Management, Project Procurement Management and Project Stakeholder Management. This study assesses all the ten project management knowledge areas defined on PMI (2013).

2.6.1 Project Integration Management

Project Integration management includes the activities to initiate projects, to organize the various project activities into a project management plan, to integrate the project results from the project management plan, to monitor and control changes from the baseline plan and finally to close projects properly. The project integration management identifies the project activities and incorporates the organizational resources, develop a project plan, coordinate and prioritize the project activities, collect and organize project information and generally integrates all the project management knowledge areas and manage the interdependencies among them. Project integration management processes include the following six components (PMI, 2013; Crawford, 2015):

- **Develop Project Charter:** The project charter provides the authentication of a project initiation and allows the project to utilize the organizational resources. The charter also integrates the project scope, assumptions and constraints that will be targeted and attempted in the future activities of the project.

- Develop project management plan: Planning knowledge is integrated with other knowledge areas in order to develop the project management plan. With this developed project management plan, all the project activities can be implemented based on the developed plan.
- Direct and manage project work: Project activities need to be executed and directed as per the project management plan and they should also integrate with the perspective of other knowledge areas. With this project integration management component, a consolidated and integrated progress report is depicted for the project work.
- Monitor and control project work: Monitoring and controlling the project work preserves the project within the project context and as per the parameters of the scope statement. It involves the observation, evaluation and declaration of the project progress against the objectives stated in the project management plan.
- Perform integrated change control: Deviation from the project baseline has to be controlled by an integrated change control system. It delivers a change control system by identifying and assessing the changes to the project baseline and also coordinating the changes across the knowledge areas. In this project integrated management-change control component, change requests are generated and all the stakeholders are informed for alterations approval. Then the project plan is adjusted accordingly, and the authorized changes are managed and corrective actions are implemented.
- Close project or phase: Projects need to be closed in an orderly fashion whether they met the objectives they are intended for or even if they don't succeed and terminated. However, the process for project closure should incorporate all the activities that the contractual and administrative project closure procedures have to be performed.

During project closure, assessment is made to ensure that the requirements have been fulfilled, whether deliverables are accepted by the client and organizational knowledge are collected and documented for learning purposes and use in other projects.

2.6.2 Project Scope Management

According to PMI (2013), project scope management is a process that is required to make sure that the project includes only the appropriate works needed to accomplish the project. It ensures the inclusion of all the work required, and only the work required, to complete the project successfully (Crawford, 2015). Project scope management provides a foundation for future decision makings in order for a project to incorporate and also it provides the way to measure the success against the objectives and deliverables that will result from the project activities. Below is the list of the specific efforts as part of project scope management (PMI, 2013; Crawford, 2015):

- Plan scope management: The planning component in the project scope management provides the way for measuring the value of project in general as well as managing and determining the improvements that will be achieved when the project scope are changed.
- Collect requirements: Business and technical requirements of a project are collected in order to assess and to develop the procedures and standards within the project framework.
- Define scope: Scope definition provides the way in which project requirements are clearly defined so that the deliverables or the product of a project can be identified beforehand.
- Create WBS: As the name implies, the work breakdown structure is a hierarchical decomposition of the work to be executed in order to accomplish the project objectives and create the required deliverables. It organizes and defines the total scope of the project.
- Validate scope: Following the scope definition, here comes the process for the acceptance of project deliverables. Validating a project scope is an instrument for the measurement project success as per the expectations of the project stakeholders.
- Scope change control: Scope changes need to be controlled and the proposed changes need to be evaluated and reported. Change management process needs to be tied together with the project so that the changed scope can regularly be tracked and assessed.

2.6.3 Project Time Management

According to Crawford (2015), the overall purpose of time management is to develop and manage a project schedule, as well as to ensure the project completeness within the approved time frame. In another view, time management is defined as the process of recording and controlling the time spent by staff on a project (Westland 2006). Out of the many constraints of a project, successful project management ensures for the completion of projects within the proposed time limit. With the project time management process, project activities are defined, and their sequence, duration and scheduling are properly managed so that the projects deliverables can be achieved on the appropriate time frame. Project Time management includes the following components (Duncan, 1996).

- **Activity Definition:** Activity definition identifies the project activities that must be accomplished to produce the products or services identified in the work breakdown structure. It further decomposes work packages into activities with accurate estimations. A detailed schedule with detailed activities is incorporated in the activity definition.
- **Activity Sequencing:** In this component of the project time management procedure, the sequencing of the project activities are identified and the deliverables from each of the project activities are depicted in relation to other activities. It also identifies the development of interdependency between project activities.
- **Activity Resource Estimation:** Resource requirements need to be estimated for the project activities so that the type of labor and quantity, the number of hours as well as the material and equipment needs shall be estimated.
- **Activity Duration Estimation:** The activity duration estimation provides the processes related to estimating the number of hours or work periods that will be necessary to complete the project activities.
- **Schedule Development:** The schedule development component defines the project activities durations with the starting and finishing dates so that resource requirements are identified, and a baseline project schedule is developed into the project schedule management plan.

- **Schedule Control:** Changes to the project schedule baseline is controlled in order to ensure project completion within the approved time frame. The schedule control system provides a way to manage activities by the schedule baseline so that the schedule performance is analyzed, and changes are identified and corrective actions are implemented.

2.6.4 Project Cost Management

The project cost management procedure includes the processes that are required to complete a project within the allocated budget. With this project management procedure, cost estimation is made for the resource requirements of a project activities so that total costs are determined and controlled by developing a project cost baseline. Project cost management processes includes the following components (PMI, 2013; Crawford, 2015):

- **Plan Cost Management:** This is a process where cost management policies and procedures are developed so that project costs are documented, planned, controlled and expended according to the established strategies.
- **Estimate Costs:** In this project cost management component, estimation is made for the costs of a project products or processes as well as the resources that are needed to perform the project activities.
- **Determine Budget:** Determining a project budget involves developing a project cost baseline and allocating the estimated costs for each of the activities in the work breakdown structure. It also includes the time in which the costs have to be expended based on the project cost baseline.
- **Control Costs:** The main purpose of the cost control process is to ensure that the project costs are managed by the cost baseline so that the project will also be completed within the approved budget. Project costs are managed by developing a cost control system that can analyze the cost performance and manage the changes to the cost baseline by taking corrective actions.

2.6.5 Project Quality Management

Project quality management focuses primarily on delivering the required project outcome and hence ensuring the project deliverables fitness for the intended purpose as well as customers' satisfaction. Aiming at the documented quality parameters and policies, all the activities of the project are intended to contribute for an effective and efficient project outcome. Project quality management works to ensure that the project requirements, including product requirements, are met and validated. Project quality management include the following processes (PMI, 2013; Crawford, 2015):

- **Plan Quality Management:** The project quality management plan component includes the practices and project activities that will comply with the quality standards and documenting how the project deliverables contribute to the quality requirements. The quality planning process identifies the quality standards and is done in conjunction with other planning processes.
- **Perform Quality Assurance:** The quality assurance platform provides an organization to audit the quality requirements and also to assess the organization's quality standards and procedures in order to assure that the projects' outcome will meet the relevant quality standards.
- **Quality Control:** This is a quality control process that involves monitoring of the project deliverables and comparing them with the relevant quality standards. The quality activity results are recorded and are used to eliminate the factors that hinders the project deliverables to meet the quality standards and recommend necessary changes.

2.6.6 Project Risk Management

Risk management is the act or practice of dealing with risk (Kerzner 2009). It includes planning of risk, identifying risks, analyzing risks, developing risk response strategies and monitoring and controlling risks to determine how they have changed.

Risk management involves the understanding of risk events, assessing their impacts on a project, determining the best way to deal with them, developing and executing a plan for managing them, and monitoring progress (Crawford 2015).

Due to the uniqueness and complexity characteristics of projects, every project is susceptible to a varying degree of risks. Earlier risk detection, identification and risk management plan provides a substantial value in keeping a project from obstructs that may lead to adverse situations. Regardless of the severity of the project risks, they have to be assessed individually so that the risks that may affect the project can be managed properly and hence the undesirable project outcomes are eliminated and the probability for project success will also increase. The objectives of project risk management are to increase the likelihood and impact of positive events and decrease the likelihood and impact of negative events in the project. Project risk management include the following processes (PMI 2013):

- **Plan Risk Management:** There must be a plan for risk management activities and a clear definition for the procedures in developing risk management.
- **Identify Risks:** In this project risk management component, potential risks that may exert negative impact on a project are identified and their characteristics are documented.
- **Perform Qualitative Risk Analysis:** Once the project risks are identified, the next step in this component will be the process of prioritizing the risks based on analysis, identifying the probability of occurrence, measuring the magnitude of impact as well as the actions that should be taken to mitigate the negative impact.
- **Perform Quantitative Risk Analysis:** Risks are evaluated numerically and their negative impact that have an adverse effect on the overall project outcome should also be assessed in this platform. Not only for the individual quantitative risk assessment procedure but also the interactions and relationships between the identified risks should need to be analyzed.
- **Plan Risk Responses:** Appropriate risk response strategies are planned with developed opportunities and steps to manage the risks. Risk response planning determines the best and contingency strategies that are used to avoid and mitigate risks. Projects can be reserved from the negative impacts as well as they will better recover from the impact with the best response strategies that are identified in the risk response planning.
- **Control Risks:** As the name implies, risks should be controlled by the implementation of the planned risk response strategies. Identified risks are tracked and controlled in accordance with the

risk management plan whereas new and residual risks should also be evaluated and monitored throughout the project. Controlling risks also involve the utilization of the risk register, corrective action data and risk management plan updates.

2.6.7 Project Communication Management

Communication is the process of acquiring all relevant information, interpreting this information and effectively disseminating the information to persons who might need it (Zulch et al. 2014). Managing a project requires constant selling and reselling of ideas, explaining the scope and methodologies of the project to diverse groups of people (the public, management, functional departments and other stakeholders), threatening or bargaining with service providers and suppliers, or negotiating to settle disputes or interpersonal conflict between project team members or other stakeholders Steyn (2008 cited on Zulch et al. 2014).

Therefore, project communication management involves the collection and dissemination of project data so that the information can be controlled, processed and utilized for an appropriate decision makings. Project communications management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management control, monitoring, and the ultimate disposition of project information. Project Communication Management involves the following components (PMI, 2013; Crawford, 2015):

- **Plan Communication Management:** The communication management plan should involve the need to understand the information requirements that the project would achieve from its communication system as well as identifying effective communication methods that are available in the organizational assets.
- **Manage Communications:** In compliance with the communications management plan, communication management involves the methods or means of collecting, storing, retrieving and disposing project information.
- **Control Communications:** Formal communication methods should have been developed, monitored and controlled in order to disseminate and fulfill the information needs of the project

stakeholders. Status report, progress measurement and forecast information must follow appropriate communication controls and they should distribute in a consolidated project reports.

2.6.8 Project Human Resources Management

Human resource management can be viewed as core processes of the project-oriented company, affecting the way the organization acquires and uses human resources and how employees experience the employment relationship (Huemann, Keegan & Turner 2007). Human resource management is the management of peoples who are working individually and collectively which can contribute to the achievement of the organization's objectives.

Human resource management is the process of acquiring, developing, managing, leading and utilizing an organization's human resources for the projects' diversified skill requirements. According to (Crawford, 2015), the overall purpose of human resources management is to identify the requisite skill sets required for specific project activities, identify individuals who have those skill sets, and assign roles and responsibilities for projects while ensuring high productivity of human resources and forecasting future resource needs. Project human resource management include the following components (PMI, 2013; Crawford, 2015):

- **Plan Human Resource Management:** This element of the human resources management plan is to identify and document projects' human skill requirements together with their roles and responsibilities so that staffing management plan can be created.
- **Acquire Project Team:** This is a process of acquiring all the human resource needs of a project that are necessary to complete project activities.
- **Develop Project Team:** Team development is the act of creating synergies among project team members to enhance productivity, efficiency, and overall project success.
- **Manage Project Team:** This is a process for the development of project team member's participation and involvement in the requirements analysis, scope definition and other parts of the project activities. Managing project team members also comprises the performance evaluation, feedback provision and problem resolution to optimize the project performance.

2.6.9 Project Procurement Management

Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. The organization can be either the buyer or seller of the products, services, or results of a project (PMI, 2013). In the process of trading the products or services, project procurement management deals with managing the contracts and closing them upon completion. Generally, the project procurement management process involves contracting with outside vendors to acquire goods and services in a timely manner, in appropriate quantities, and within defined quality standards (Crawford, 2015). Project Procurement Management includes the following components (PMI, 2013; Crawford, 2015):

- **Plan Procurement Management:** The procurement planning involves documenting the decisions to either buy or make, to identify the items and quantities as well as the approaches that should be followed in the project procurement activities.
- **Conduct Procurements:** This is the process of developing procurement documents, identifying potential sellers, selecting vendors and agreeing to the type of contract as well as awarding contracts to the selected provider.
- **Control Procurements:** Relating to the procurement documents, procurement relationships are managed and contract performances are monitored until the contract closure. Differing from the valuation when the original procurement plan was developed, there might arise alternate situations that may affect the contract and procurement relationship at any time of the project cycle. These changes need to be controlled and appropriate corrective actions need to be developed.
- **Close Procurements:** The closure component of the project procurement process involves verifying the procurement relationship with the terms of the contract as well as ensuring the exchange of goods and reimbursements on time and with the desired quantity. Procurement performances, contract management practices, procured items and services are documented and will be used as learning lessons for other projects' procurement activities.

2.6.10 Project Stakeholder Management

According to (Duncan, 1996), project stakeholders as “individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion”. According to PMI (2013), project stakeholder management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. Project Stakeholder management involves the following elements (PMI, 2013; Crawford, 2015):

- **Identify Stakeholders:** This component includes processes for identifying individuals or groups who impact or may be impacted by the activities of a project in process or the outcome or product of a completed project. Also included are processes for analyzing and documenting the influences, interests, and potential impacts of stakeholders on a project.
- **Plan Stakeholder Management:** The development of strategies to manage and engage stakeholders throughout the life cycle of a project includes the processes for determining both the current and the desired engagement levels of key stakeholders, identifying interrelationships among stakeholders, and determining the communication requirements of stakeholders and what is needed to move each stakeholder from the current to the desired level of engagement that will most benefit the project
- **Manage Stakeholder Engagement:** Managing stakeholder engagement involves processes for communicating with stakeholders and working with them to be certain their concerns are addressed, and needs are met. Addressing issues as they arise, especially with key stakeholders, keeps projects on track.
- **Control Stakeholder Engagement:** Processes for monitoring and controlling stakeholder relationships allow project teams to address issues proactively and adjust plans and strategies as required.

2.7 Defining Hospitality Industry and the Management

According to the Oxford English dictionary, the term hospitality is defined as the reception and entertainment provided to guests and visitors with liberality and good will. Therefore, it is a prevailing fact that the hospitality industry needs a distinctive kind of management that considers the management of the hotels and restaurants that offer shelter, food and other types of services to customers that are away from their homes.

However, it is not always a smooth paved way to manage all the different types of the hospitality industries. According to Barrows & Powers (2009), the different kinds of operations have more than one common historical heritage. They share the management problems of providing food and shelter – problems that include erecting a building; providing heat, light and power; cleaning and maintaining the premises; overseeing employees; and preparing and serving food in a way that pleases the guests.

In any service providing hospitality environment, multiple careers are involved in the industry for the successful outcomes in order to achieve the customers' expectations. Taking the Sheraton Addis hotel as an example, the various functional departments that are running the business environment are the Executive Management, Sales and Marketing Department, Finance and Budget Department, Human Resources Department, Purchasing Department, Front Offices and Reservations Department, Banqueting and Events Department, Food and Beverage Department, Engineering Department, Housekeeping Department, Security Department and so on.

A hospitality management strives to create a friendly atmosphere so that all the operation continues in a manner that can provide satisfaction to the hotel guests while also considering the revenue that it can generate to the company by the types of services provided to the guests.

In any hospitality industry, the business is run by two major components; the Front of the House and Back of the House. The basic difference between these two entities is that the Front of the House basically works in an environment that directly communicates with guests while the Back of the House are doing the majority of the work but don't involve direct interactions with guests.

Therefore, these two major components of the hospitality industry are prevailing factors for an effective business outcome as well as for the company to succeed in the rivalry market. The Back

of the House are responsible to provide the services in a standardized manner so that a quality of service can be delivered to the hotel guests. They are responsible to keep the quality of food and beverages; the cleanliness of the guest rooms, public areas, bars, restaurants and bathrooms; the technical competency and effectiveness of air conditioning systems, lights, water supply, telephone, internet, laundry services; the proper functionality of Jacuzzi, Sauna, Swimming Pool and other entertainment services etc.

On the other hand, the Front of the House are the ones which have a face to face interactions with guests so that they are responsible to create a friendly atmosphere and anticipate the customers' needs and ensure that the guests are satisfied from the services the hotel has provided. They are also big assets for a hospitality industry by observing the guests or clients need so that improvements and customer loyalty can always be achieved.

Therefore, the hospitality industry is a type of business which usually focuses on increasing targeting and acquisition of specific market segments; delivering difference in the type of services in order to achieve the completion; value consciousness in relation to the price paid in the market; technology advancement for an automated and computerized service; empowering employees to deliver the best services they can provide; acknowledgment of the diversity of guests and the corresponding needs; being vigilant and conscious on security concerns; being very attentive on food safety and sanitation; delivering services that are acceptable to a globalized standard.

2.8 Hospitality Industry Management Practices

There is not a single job in the hospitality industry that can isolate itself from other tasks and run by itself. The integrated tasks in the hospitality industry play critical roles for the business profit in relation to customer satisfaction. Out of the multiple code of practices of the hospitality industry, the researcher focused only on those that have direct relations with the project management knowledge areas.

In an attempt to define the knowledge areas in the hospitality industry, ‘Purchasing’ can be explained by a combination of two terms “Selection” and “Procurement” in the hospitality industry. According to Feinstein & Stefanelli (2008), “Selection” can be defined as choosing from among various alternatives on a number of different levels. A potential buyer may select from the suppliers that are available on the market and may also be involved in most of them at some level. On the contrary, “Procurement” is defined as an orderly, systematic exchange between a seller and a buyer. It is the process of obtaining goods and services, including all of the activities associated with determining the types of products needed, making purchases, receiving and storing shipments, and administering purchase contracts.

On the other hand, ‘Risk Management’ has its own perspectives in the hospitality industry. Effective risk management strategy is essential for members of the hospitality industry (Hendricks et al. 2017). Risk management helps the hospitality industry to acknowledge the potential risks, analyze the risk, assess its magnitude, and also to avoid or mitigate risks. The majority of the risks in the hospitality industry may come from a variety of sources, such as financial upset, legal complications, accidents, natural disasters, data or cyber security breaches, and many more.

Another aspect in the hospitality industry having relations with project management practice is the Human Resources Management. According to Boella & Turner (2005), the human resources management focuses on designing the job, recruitment and selection as well as selection and orientation of employees. After the acquisition of the human resources, the following practices in the hospitality industry involves the performance management as well as training and development. A closer look up is also done for job evaluation and acknowledgment that are associated with satisfactory incentives and salaries. Human resources planning, labor costs and

productivity as well as turnover and terminations are recorded so that quality human resources are developed, and best human resources are maintained.

Communication systems are also developed for both the back of the house and front of the house in the hospitality industry (Barrows & Powers 2009). The back of the house communicates in a way that helps the hospitality industry to keep the quality of services it provides as well as to generate ideas in which better work performances can be achieved. Similarly, the front of the house are the main pictures of the hospitality industry so that with their interactions with customers they acknowledge customers' expectations and needs so that better services can always be achieved.

In another review, the accounting and financial management deals primarily on the performance measurement of the hospitality industry independently (Harris & Mongiello 2006). Later the individual performance measurements are evaluated in an international level so that budgetary practices as well as profit planning frameworks can be developed. The financial success in the hospitality industry are measured in order to develop a benchmarking for the financial budgetary and monetary values of the industry.

According to Stevens (2016), time management in the hospitality industry is also very important. It is a big part of the services guests expect and supervisors are expected to help their employees to provide the services on time. Poor time management is one of the problems in the hospitality industry which can aggravate other problems within the industry. In order to conserve time effectively, the hospitality industry should avoid situations that create stress and help employees to use their time effectively. In addition to that, prioritizing the list of tasks and keeping track of work schedules and delegation of tasks to the most appropriate employees are important undertakings for effective time management.

On the other hand, quality in the tourism and hospitality industry involves consistent delivery of products and guest services according to the expected standards (Kapiki 2012). Delivering quality service is one of the major challenges the hospitality industry is facing in order to succeed in the emerging, competitive, global hospitality markets. A quality service is perceived for the value of money, a comfortable room, friendly staff and tasty food. Always there is a room for further improvement and the industries should always strive to keep the quality of services they provide to their customers.

According to Hagebro (2015), tourism has received an increasing amount of interest and focus, and while many people have engaged in tourism, not many stop to consider the complexity of the industry. In order to remain ahead of the rivalry market, the hospitality industries must increasingly promote, brand, develop their destinations and tourism products. Therefore, the critical element in this aspect is the relationships these industries have developed with their stakeholders. The hospitality industries should develop a stakeholder management plan that distinguishes the various degrees of importance of the stakeholders that may attribute them as primary, secondary definitive, marginal, supportive, non-supportive and so on.

2.9 Conceptual Framework

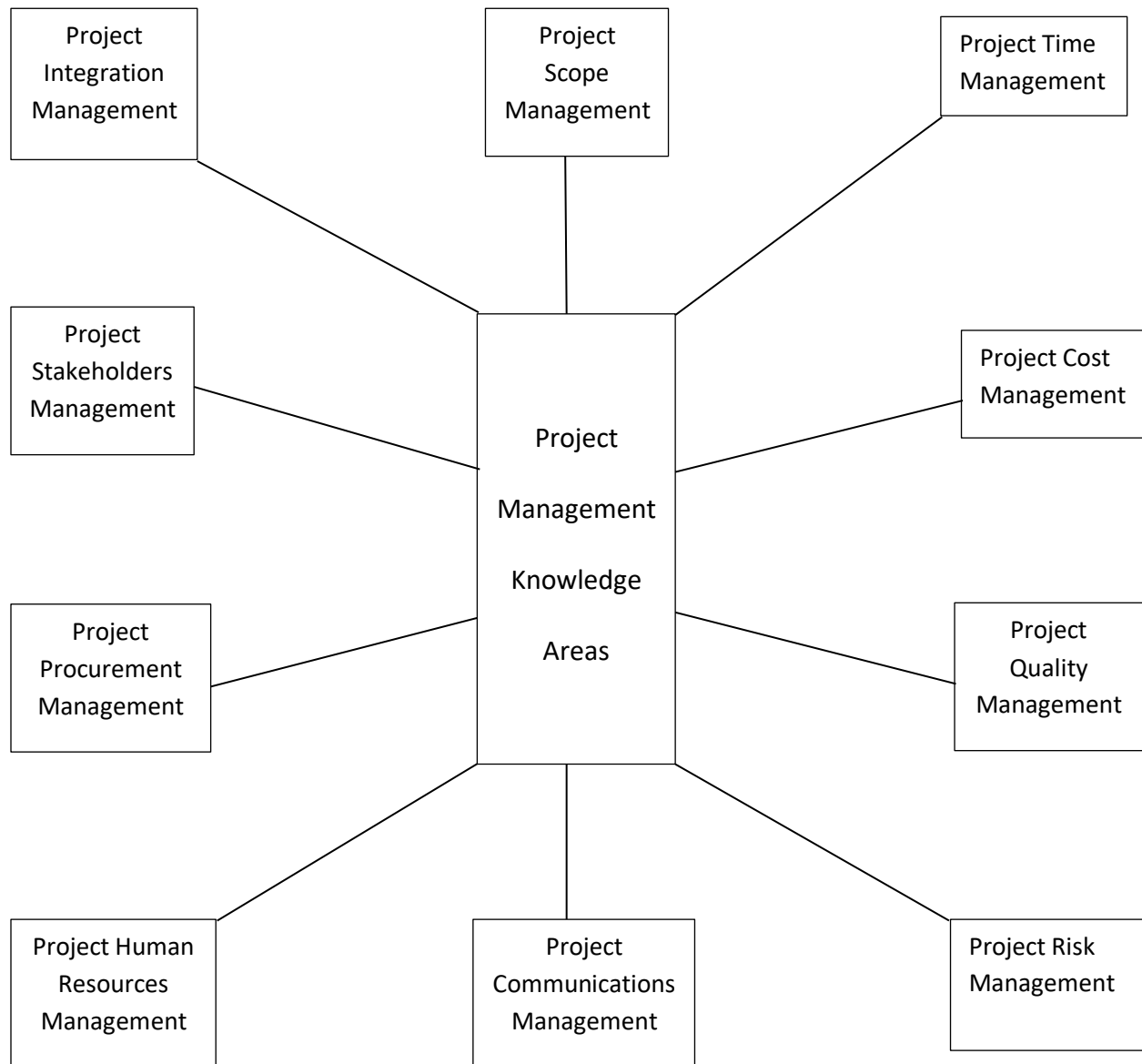


Fig 2.1 Conceptual Framework for assessing project management practices

Source: Prepared by the Researcher

CHAPTER THREE

THE RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design and approach, data sources and types, Target Population and sampling techniques, techniques of data collection, the analysis method as well as the reliability & validity and ethical considerations that the researcher has followed.

3.2 Research Design and Approach

This study adopts a descriptive research design that intends to provide an accurate and valid representation of the variables that pertain to the research question. According to Crosswell & Clark (2011), descriptive survey method attempts to describe and interpret what exists at present in the form of conditions, practice, process, trends, effects, attitudes and beliefs, etc. The descriptions mostly tend to assess the reality of project management practices in the Sheraton Addis Engineering department. This research also adopts a combination of both qualitative and quantitative research approaches in order to assess all the information necessary regarding the study. The quantitative research approach contains closed-ended questionnaires that are used as a means for assessing the project management practices with measurement variables in each of the project management knowledge areas. Regarding the qualitative research approach, semi structured interviews were held for exploring the organizational elements that matters most for the research question.

3.3 Data Sources and Types of Data

The sources of data that are employed in this research include both primary sources through an interview and questionnaires as well as secondary sources of data that were collected from the project documents.

The maintenance management upgrading project in the Sheraton Addis hotel involves many of the engineering department staffs and it comprises project team members from this department. Therefore, questionnaires were addressed to the employees who participated in the project work so that they have contributed their best knowledge on the questionnaires that enables the researcher to assess the reality in project management practices which was used as a primary source of data.

The primary data for the research study was also generated from an interview session. In an attempt to collect a qualitative data, it was much important to conduct an interview with the Chief Engineer, Maintenance Managers and Team Leaders in order to explore the existing project management practices and the difficulties that comprises within the organization in order to implement the proper project management knowledge areas.

The researcher also collected reliable, adequate and appropriate secondary sources of data from the project documents that were helpful in the research study.

3.4 Target Population and Sampling Techniques

The engineering department is structured in a way that the chief engineer is the head of the department that branches out to different sections that are Electrical, Mechanical, Engineering Help Desk, Audio Visual, Transport, Landscaping, and other staffs including Health & safety coordinator and Engineering store. The majority of the employees in these sections have therefore participated in the project work.

This research has a population that include all of the project participants that are project manager, project coordinators, project members and supporting staffs who involved in the maintenance management upgrading project. There were 48 project participants in the upgrading project and the majority of them were easily reachable during the survey. Due to the availability of project teams in a closer geographical location and small population size, the researcher considers to have a sample of all engineering employees that were members of the maintenance management upgrading project.

The sampling technique is deliberate or purposive sampling which is categorized under non-probability sampling. The main reason for selecting this method is because of the researcher's intentions to explore all of the project practices in the engineering department.

However, the researcher found it important to identify the sample population that should respond to the questionnaires so that with the remaining project participants, interviews were conducted with them. Using random sampling technique, the sample respondents' from the engineering

department were determined for the questionnaires based on the following formula (Yemane, 1967).

$$n = N / 1 + N (e)^2$$

$$n = 48 / 1 + 48 (0.05)^2 = 43$$

where

‘n’ is number of respondents to be selected

‘N’ is the members of the project participants

‘e’ is the precision level.

Based on the formula, 43 participants were required from the engineering department respondents to fulfill the survey questionnaires.

3.5 Techniques of Data Collection

Different techniques were employed in order to collect primary data through a closed ended questionnaires and semi structured interviews focusing on project management practices as well as benchmarking the ten knowledge areas defined by (PMI, 2013) and other relevant literatures.

- **Survey Questions:** The questionnaires were developed in such a way that each of the ten project management knowledge areas are expanded into several components so that the respondents have easily provided their knowledge on the actual project management practices. The closed ended questionnaires were designed on an ordinal level of measurement basis that provide respondents to a range of alternatives with a five scored Likert scales with point ‘5’ referring to ‘Strongly agree’ and point ‘1’ referring to strongly disagree.
- **Interviews:** The researcher commenced an interview with five of the project manager and project coordinators in order to explore the existing project management practices as well as to solicit information regarding the challenges facing the implementation of project management knowledge areas.

3.6 Method of Data Analysis

Data that were collected from the respondents using the above methods were edited, coded and tabulated prior to the analysis. The primary data were analyzed by using Statistical tool SPSS (Statistical Package for Social Sciences) as well as spreadsheet and text files. The analysis was based on descriptive data analysis and the researcher presents it in tables and figures that facilitate the interpretation of the results.

3.7 Reliability and Validity

- **Reliability:** According to Kothari (2004), reliability is used to assess the results if they are consistent over time and if they accurately represent the total population under study. In order to obtain reliable results, the researcher compares the questionnaires results with the years of service the project participants have responded.
- **Validity:** Validity refers to the extent to which an instrument measures and the results are accurate and precise. Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested (Kothari 2004). In order to obtain valid results, the researcher compares the results of the questionnaires with the responses from the interview session so that their similarity as well as differences were observed.

3.8 Ethical Consideration

Even though the researcher plan was for the participation of all the project members in the research study, there were few members irresponsive to the questionnaires on time. The researcher fully respects the decision of every project member either to participate or not. However, the researcher also understands the responsibility to explain the safety and confidentiality of the responses but not to force them to participate in the study.

Moreover, the researcher understands the necessity to inform the participants in all aspects of the research task. Due to the scarcity of time and resources, the respondents need to be informed ahead of time and they are asked to prepare themselves for the questionnaires and gather materials that were helpful for the study. The researcher also considered the respondents privacy and attitudes so that they were asked for the time and place of convenience in order to answer the questionnaires and interviews.

In addition to this, the respondents were also notified for the purpose of the study and the intentions of the collected data that would be disclosed. They were also be informed about the confidentiality of their responses and not to give the names of the respondents to anyone outside the research project.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter deals with the presentation, analysis and interpretation of the data which were collected from respondents. First the respondents' demographics were assessed in terms of years of service, educational background as well as their positions in the project work. For the main research questions in this study, respondents were assessed using questionnaires and interview questions. The questionnaires were developed in ten project management knowledge areas with their components each ranging from five to one measurement scales. 5 represents 'Strongly Agree', 4 "Agree", 3 "Neutral", 2 "Disagree" and 1 for "Strongly Disagree". On the other hand, the interview questions focused on the actual practices and awareness on the project management methodologies.

4.2 Respondents' Demographics

In this section the characteristics of questionnaire and interview respondents in terms of Years of Service, Educational Level and Position in the Project Work are presented as follows in the table below.

As shown in the following table, 30.43% of the respondents have worked for less than 5 years of service and 41.30% of them have worked for 5 to 10 years whereas the remaining 28.26% of the respondents have worked for more than 10 years in different projects in the Sheraton Addis Hotel. With regards to the educational levels of the project participants, 41.30% of them possess diploma, while 50.0% have their bachelor degrees and 8.69% hold their post graduate degrees. The project team members were positioned in a way that there was one project manager and four project coordinators while the remaining 89.13% of them are project team members that participated in various professions.

It can be seen from the respondents' demographics that majority of the project participants have considerable long years of service and experience in project works. They also have contributed

substantial proficiency and knowledge inputs for the maintenance management system upgrading project. In regards to the educational background survey, more than 58.69% of the project members hold their bachelor and postgraduate degrees that may also have contributed significant advantage for the project work.

For their positions in the project work, there was one project manager and four project coordinators that the researcher selected them for the interview questions with an understanding that they can explain the project work from different perspectives and give more reliable and valid information for this study. For the remaining 43 project team members, questionnaires were distributed on the ten project management knowledge areas that are expanded into several components so that 41 of the questionnaires have responded and they have provided their knowledge on the actual project management practices.

Table 4.1: Demographic Information of the questionnaire and interview respondents.

No.	Description		Respondents		Total	
			Frequency	%	N	%
1	Years of Service	< 5 Years	14	30.43	46	100
		5 - 10 Years	19	41.30		
		> 10Years	13	28.26		
2	Educational Level	Diploma	19	41.30	46	100
		Bachelor	23	50.0		
		Postgraduate	4	8.69		
3	Position in the Project Work	Project Manager	1	2.17	46	100
		Project Coordinator	4	8.69		
		Project Member	41	89.13		

4.3 The Practice of Project Management Knowledge areas

Assessment of each of the project management knowledge areas were obtained from the respondents who participated in the Maintenance Management Upgrading Project in the Sheraton Addis Hotel Engineering Department. Mean values for each of the project management knowledge areas with their sub components were calculated and interpreted based on the Likert type scale ranging from 1 (Strongly Disagree / Highly Dissatisfied), 2 (Disagree), 3 (Neutral), 4 (Agree) and 5 (Strongly Agree / Highly Satisfied). According to Scott (1999), mean values up to 2.8 are considered as 'Disagree', 2.8 up to 3.2 as 'Average' and mean values above 3.2 are considered as 'Agree'. Based on this basic guidance, each of the project management knowledge areas average mean value as well as the individual components are presented as follows.

4.3.1 The Practice of Project Integration Management

As per the presentation in the below table, the Project Integration Management knowledge area is sub divided into six different components namely Develop Project Charter, Develop project management plan, Direct and manage project work, Monitor and control project work, Perform integrated change control as well as Close project or phase (PMI, 2013; Crawford, 2015).

This study has revealed that the average mean value for the total Project Integration Management knowledge area results 2.93, which is a dissatisfying practice in this project. Looking at into each of the six components separately, only 41.46% of the project participants have agreed on the proper implementation of Project Charter development component that integrates project scope assumptions and constraints as compared to the 58.54% participants who disagree on this factor. However, the Project Management Plan Development, Project Work Management as well as Monitoring and Control components lay under the Neutral category which is neither a satisfactory or dissatisfactory result having mean values of 3.17, 3.12 and 3.00 respectively. For the Integrated Change Control component, 60.97% of the project participants disagree that deviations from the project baseline were controlled by an integrated change control system and also 63.40% of the participants disagree that the procedures for project closure were incorporated in an orderly fashion.

Table 4.2: The Practice of Project Integration Management

Project Integration Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Project charter was developed that integrates project scope, assumptions and constraints as well as authorizes to utilize organizational resources.	8	19.51	9	21.95	8	19.51	3	7.32	13	31.70	2.90
Project management plan was developed.	8	19.51	18	43.90	1	2.44	1	2.44	13	31.70	3.17
Project activities were managed and directed based on the project management plan.	8	19.51	16	39.02	3	7.32	1	2.44	13	31.70	3.12
Project works were observed, evaluated and controlled against project management plan.	8	19.51	15	36.59	0	0.00	5	12.20	13	31.70	3.00
Deviations from the project base line were controlled by integrated change control system.	6	14.63	10	24.39	6	14.63	5	12.20	14	34.14	2.73
Procedures for project closure were incorporated in an orderly fashion.	6	14.63	9	21.95	6	14.63	6	14.63	14	34.14	2.68
Average											2.93

4.3.2 The Practice of Project Scope Management

The second project management knowledge area which is presented for assessment in this study is the Project Scope Management. This knowledge area is also disseminated into six different components that are the Scope management plan, Requirements collection, Scope Definition, WBS creation, Scope validation and Scope change control (PMI, 2013; Crawford, 2015).

The findings in this project management knowledge area reveals that all of the six components in the Project Scope Management mean values are above 3.2, meaning that they scored a satisfactory result from the respondents. In a closer look at each of these components, the Scope Validation component resulted the least 3.29 mean value among the project scope management components with 53.66% of the project participants that agreed on the instruments that were developed for validating the project's scope and success whereas 31.71% disagree and 14.63% were neutral on these instruments.

On the other hand, the Scope Definition component that defines the deliverables and products of the project scores the highest 3.48 mean value which is the most practiced component based on the project participants' perceptions. Whereas the remaining Work Breakdown Structure development, Scope Management Plan, Business and Technical Requirements Collection and Scope Change Control are recorded from second to the fifth values sequentially. Finally, the overall Project Scope Management mean is evaluated with 3.38 value that lays under a satisfactory practice in project management.

Table 4.3: The Practice of Project Scope Management

Project Scope Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Scope management plan were developed for measuring the value of the project.	9	21.95	12	29.26	13	31.71	6	14.63	1	2.44	3.41
Business and technical requirements of a project were collected.	7	17.07	13	31.70	13	31.71	4	9.76	4	9.76	3.36
The project scope (deliverables or products) were defined beforehand.	3	7.32	20	51.21	13	31.71	4	9.76	1	2.44	3.48
Work breakdown structure were developed that decomposes into work packages and activities.	6	14.63	16	39.02	12	29.27	4	9.76	3	7.32	3.43

Instruments were developed for validating the project's scope and success.	7	17.07	15	36.59	6	14.63	9	21.95	4	9.76	3.29
Scope changes were controlled, evaluated and reported.	14	34.15	10	24.39	4	9.76	1	2.44	12	29.27	3.31
Average											3.38

4.3.3 The Practice of Project Time Management

In the below table 4.4, the Project Time Management is assessed by the six subdivisions defined by (Duncan, 1996). As per his definition, the Project Time Management knowledge are dispersed into Activity definition, Activity sequencing, Activity resource estimation, Activity duration estimation, Schedule development and Schedule control components.

Out of the six components under the time management knowledge, the Activity resource estimation, Activity definition and Activity duration estimation have been evaluated as the top practiced components with 60.97%, 58.54% and 56.10% of the project participants agreed for their proper implementations respectively. The remaining three components i.e. Schedule control, Activity sequencing and Schedule development scored neither a satisfactory nor a dissatisfactory result which can be regarded as a Neutral project management practices. As per the findings from this study, the mean value for the overall Project Time Management knowledge in the Sheraton Addis Engineering department is 3.32, in which this value lays under a satisfactory project management practice category.

Table 4.4: The Practice of Project Time Management

Project Time Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Detailed project activities were identified with detailed schedule.	12	29.27	12	29.27	3	7.32	12	29.27	2	4.87	3.48

Sequencing of the project activities were identified with their deliverables.	4	9.76	21	51.22	4	9.76	2	4.88	10	24.39	3.17
Resource requirements of the project activities were identified.	9	21.95	16	39.02	11	26.83	4	9.76	1	2.43	3.68
Project activities duration were estimated in terms of the number of hours or work periods.	11	26.83	12	29.27	6	14.63	6	14.63	6	14.63	3.39
A baseline project schedule were developed into the project schedule management plan.	9	21.95	12	29.27	6	14.63	3	7.32	11	26.82	3.12
Changes to the baseline project schedule were controlled and if necessary corrective actions were taken.	9	21.95	13	31.70	5	12.20	2	4.88	12	29.27	3.12
Average											3.32

4.3.4 The Practice of Project Cost Management

The Project Cost Management knowledge area is divided into Cost management plan, Cost estimate, Determine budget and Cost control subcategories (PMI, 2013; Crawford, 2015).

Among the components under the Project Cost Management knowledge area, the Cost estimation for the project's resources and products scores the highest mean value of 3.63 whereas the Cost control by the cost baseline scores the second from the top which equals to 3.39 mean value. Both the Cost management plan and Determine budget components have scored equal 3.29 mean values which is the least values among the group in this project management knowledge area. The overall project cost management knowledge mean value is evaluated to be 3.40 that lays under a satisfactory project management practice in the engineering department. Based on the findings in this study, all the individual components as well as the overall project cost management knowledge practiced are perceived as satisfactory practices in Maintenance Management Upgrading Project in the Sheraton Addis Engineering department.

Table 4.5: The Practice of Project Cost Management

Project Cost Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Project cost management policies and procedures were developed.	10	24.39	9	21.95	9	21.95	9	21.95	4	9.76	3.29
Estimation was made for the cost of products as well as the resources costs for project activities.	8	19.51	14	34.15	16	39.02	2	4.87	1	2.44	3.63
A baseline project cost was developed so that the project budget were allocated and expended for project activities based on time schedule.	9	21.95	14	34.15	6	14.63	4	9.75	8	19.51	3.29
Project costs were controlled by the cost of baseline.	7	17.07	12	29.27	15	36.59	4	9.75	3	7.32	3.39
Average											3.40

4.3.5 The Practice of Project Quality Management

The Project Quality Management is one of the least dispersed project management knowledge area that are disseminated into three components only that are Quality management plan, Quality Assurance and Quality Control categories (PMI, 2013; Crawford, 2015). However, in this study, the overall mean value for the Project Quality Management practice in the Engineering Maintenance Management Upgrading project is assessed to be the top score among all of the ten project management knowledge areas under analysis.

The relativity mean value scores from the top to the bottom of the components in this project management knowledge areas are the Quality Control, Quality Assurance and Quality Management Plan that have values of 3.78, 3.63 and 3.31 respectively. Out of the 41 questionnaire respondents, 68.29% agreed for the proper practice of quality control, whereas 63.41% and 58.53% agreed for the implementation of quality assessment and quality management plans respectively.

Similarly, this study has revealed that the overall Project Quality Management mean value is under a satisfactory practice with an average value of 3.57.

Table 4.6: The Practice of Project Quality Management

Project Quality Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Quality management plan was developed and project deliverables standards were defined.	8	19.51	16	39.02	4	9.76	7	17.07	6	14.63	3.31
Organizational quality standards were assessed in order to ensure the project's outcomes.	7	17.07	19	46.34	10	24.39	3	7.31	2	4.88	3.63
Project deliverables were compared and controlled with the relevant quality standards.	12	29.27	16	39.02	9	21.95	0	0	4	9.76	3.78
Average											3.57

4.3.6 The Practice of Project Risk Management

In this study, the Project Risk Management is assessed to be the least mean values scored among the ten project management knowledge areas. The overall all mean average value is evaluated to be 2.64 which falls under the unsatisfactory project management practice category. Moreover, all of the six sub divisions in these knowledge area also fall under the unsatisfactory project management practice region.

According to (PMI, 2013), the Project Risk Management involves six processes that are Risk management plan, Risk identification, Qualitative risk analysis, Quantitative risk analysis, Risk response plan as well as Risk control. Among these processes in the project management knowledge area, the Qualitative risk analysis component has scored the highest point with mean value of 2.75. The mean values for the remaining risk management processes are presented in a

descending order that goes from Risk response plan, Risk control, Risk management plan, Risk identification up to the Quantitative risk analysis component with least mean value of 2.53.

As per the perceptions of the respondents on the project risk management practices, there was no proper plan for risk management activities and clear definition for the procedures in developing risk management plan. Moreover, risks were not identified to an acceptable degree as well as their qualitative and quantitative impact analysis were not done properly. Risk response strategies were not developed well and risks were not controlled properly as per the interpretations of the project participants.

Table 4.7: The Practice of Project Risk Management

Project Risk Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Procedures for developing risk management plan were defined.	5	12.20	9	21.95	8	19.51	4	9.76	15	36.59	2.63
Potential risks and their negative impact on a project were identified and documented.	7	17.07	4	9.75	12	29.27	3	7.32	15	36.59	2.63
Project risks were prioritized for the probability of occurrence.	4	9.76	13	31.70	8	19.51	1	2.44	15	36.59	2.75
Risks impacts were evaluated numerically and their interactions and relationships were analyzed.	3	7.32	10	24.39	8	19.51	5	12.20	15	36.59	2.53
Risk response strategies were developed in the risk response planning.	6	14.63	9	21.95	7	17.07	4	9.76	15	36.59	2.68
Identified risks were tracked and controlled in accordance with the risk management plan.	5	12.20	10	24.39	7	17.07	4	9.76	15	36.59	2.65
Average											2.64

4.3.7 The Practice of Project Communications Management

The Project Communications Management is branched out into the Communications management plan, Communications management and Communications control (PMI, 2013; Crawford, 2015).

As per the results from this study, the Communications management plan for identifying the required information as well as plans for effective communications systems has been properly implemented and has scored the highest 3.58 mean value leading the Communications control process to address the project's report with 3.51 mean value. The remaining communications management component for storing, retrieving, and disposing project information were practiced to an extent of acceptability and scored the minimum mean value of 3.31 among the communication management practices.

The overall score for the Project Communications Management knowledge area is 3.46 which falls under the satisfactory project management practice in the Engineering Project Management practice in the Sheraton Addis hotel.

Table 4.8: The Practice of Project Communications Management

Project Communications Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Required information for the project were identified as well as effective communication systems were planned.	12	29.27	11	26.83	11	26.83	3	7.31	4	9.76	3.58
Means for collections, storing, retrieving and disposing project information were developed.	7	17.07	13	31.71	12	29.27	4	9.75	5	12.20	3.31
Formal communication methods were developed in order to address the project's report.	12	29.27	13	31.71	6	14.63	4	9.75	6	14.63	3.51
Average											3.46

4.3.8 The Practice of Project Human Resources Management

Together with the Project Communications Management, the Project Human Resources Management is put into the third leading top project management practice in this study with a total mean value score of 3.36.

In this study, human resources requirements were acquired for the project activities with a mean value of 3.65 leading the planning and identification of human skills scoring a mean score value of 3.60. In this project activity, teams were developed to create synergy in order to enhance productivity and efficiency that has been agreed by 51.21% of the questionnaire respondents. However, the last component in this knowledge area i.e. the Project team management component that encourage project team members to participate in project activities has scored 2.95 which is neither a satisfactory or unsatisfactory practice as per the perceptions of the questionnaires' respondents.

Table 4.9: The Practice of Project Human Resources Management

Project Human Resources Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Project requirements on human skills together with their roles and responsibilities were identified and planned.	13	31.71	5	12.19	18	43.90	4	9.76	1	2.44	3.60
The human resources requirements were acquired for the project activities.	8	19.51	14	34.14	16	39.02	3	7.32	0	0.00	3.65
Teams were developed to create synergy in order to enhance productivity and efficiency.	9	21.95	12	29.26	7	17.07	6	14.63	7	17.07	3.24
Project team members were encouraged to participate in project activities.	8	19.51	13	31.70	2	4.88	5	12.20	13	31.71	2.95
Average											3.36

4.3.9 The Practice of Project Procurement Management

The Project Procurement Management is assessed by four components that are the Procurement management plan, Procurements conduct, Procurements control and Closing procurements (PMI, 2013; Crawford, 2015). As it is shown in the table 4.9 below, the overall mean value score for the project procurement is 3.22 which is a satisfactory project management practice in this study.

When looking at the individual components separately, identification of potential vendors and awarding of contracts to selected vendors were properly done and has scored the top mean value of 3.41. Following this procurement management component, the items and quantity identification factor score the second mean value of 3.34 whereas procurement control closures were also performed to a satisfactory level with mean score value of 3.26. However, the Procurements control process to manage the contract relationships and contract performances has scored a mean value of 2.90 which is neither a satisfactory nor a dissatisfactory practice in this study.

Table 4.10: The Practice of Project Procurement Management

Project Procurement Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
To buy or to make decisions as well as procurement items and quantities were identified.	6	14.63	9	21.95	21	51.22	3	7.32	2	4.88	3.34
Potential vendors and suppliers were identified, and contracts were awarded to selected providers.	6	14.63	10	24.39	22	53.66	1	2.44	2	4.88	3.41
Procurement relationships were managed, and contract performances were controlled.	5	12.20	10	24.39	10	24.39	8	19.51	8	19.51	2.90
Procurement contract closures were carried out.	4	9.76	15	36.58	14	34.15	4	9.76	4	9.76	3.26
Average											3.22

4.3.10 The Project Stakeholder Management Practice

The last project management knowledge area that is assessed in this study is the Project Stakeholder Management practice. This knowledge area is evaluated to be the second least mean value that is on the unsatisfactory project management practice in the engineering department. In this study, the overall project stakeholder management practice mean value is 2.76 which is an unsatisfactory practice in the engineering department.

Out of the four sub divisions in the stakeholder management process, the Stakeholders identification and Stakeholders management plan scored mean values that are neither satisfactory nor dissatisfactory management practices with values of 2.80 and 2.87 respectively. However, this study has revealed that stakeholder engagements were not monitored and controlled properly as well as communications were not done with all stakeholders and have been evaluated with mean values of 2.73 and 2.65 respectively.

Table 4.11: The Practice of Project Stakeholder Management

Project Stakeholder Management	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
All the project stakeholders were identified with their influences, interests and potential impacts.	4	9.76	18	43.90	1	2.44	2	4.88	16	39.02	2.80
Stakeholder management plan was developed to determine their engagement levels as well as to identify their relationships.	6	14.63	15	36.58	3	7.32	2	4.88	15	36.59	2.87
Communications were done with all stakeholders to ensure their concerns.	7	17.07	7	17.07	8	19.51	3	7.32	16	39.02	2.65
Stakeholder's engagements were monitored and controlled.	4	9.76	13	31.70	7	17.07	2	4.88	15	36.59	2.73
Average											2.76

4.4 Analysis of Semi-Structured Interviews

The interview was conducted with the Project Manager who is the Chief Engineer as well as four Project Coordinators who are also Maintenance Managers and Team Leaders within the department. By conducting interview sessions with the project manager and project coordinators, the researcher explored the existing project management practices and the difficulties that involved within the organization in order to implement the proper project management knowledge areas.

Regarding the question on how they explain the project management practices in the engineering department, they believe that the majority of the project management knowledge areas are practiced with some exceptions or minimum level of implementation. In addition to this, they also responded that even if there is no formal project management office, the hotel has been running multiple projects with the awareness and usage of project management methodologies.

They have explained that the Engineering Department has been aiming to maximize the benefits of project management practices in order to achieve the overall objectives of the organization. Moreover they have also enlightened that projects are carried out with the principles and understanding of the project management process groups that involves Project Initiating, Planning, Executing, Monitoring and controlling, as well as Closing activities.

Regarding the question on the problems relating to project management incapability, they have clarified that the main challenges in the Engineering Department as well as other sectors in the Sheraton Addis Hotel to manage project proficiently are due to the absence of Project Management Office as well as problems on the assignment of Project Managers who are also functional managers within the hotel. In multiple of projects, there were problems observed on the appointment of project managers who do not have experience on the projects they are running as well as functional managers who don't have direct relation with the type of projects they are managing.

Moreover they have also responded that since the hotel is providing services 24hours a day, functional duties are always running without discontinuity. Therefore, it has always been a big challenge with the project team members in giving priority to their regular duties instead of project works. Mostly all project team members were expected to share their work hours for both the project work as well as regular duties. Because of the nature of the hospitality industry business as

well as workloads, mostly it becomes impossible to carry out both tasks in parallel and accomplish with the dedicated time frame.

Moreover, it is not common in the Sheraton Hotel to get a dedicated project management development trainings. Even though there are multiple career development trainings given to the employees, it is just a few of the trainings that have direct relation to project management methodologies and code of practices.

In regards to the question on the motivation of project team members, they have responded that the project team members have greatly participated and contributed substantial inputs for the successful outcome of the project and want to appreciate their efforts.

For the question relating to the documentation of previous projects as well as records of weaknesses and strengths in preceding activities, they have explained that all documentations are properly saved and recorded in a form of hard copy and also in a computerized database in the Engineering Department reference library. For similar projects the department would run, it is a culture that the project team share their experiences, refer previous documents as well as learn from the strengths and weaknesses in the preceding projects.

Regarding the question for the level of support from the top management for the requirements to manage projects proficiently, first and foremost all projects get a pre-approval and acknowledgment so that they would get full support from the hotel executives. However in terms of the understanding for the requirements in managing the projects proficiently, it has always been thought that with the existing knowledge and experience of the employees, projects would be carried out effectively and proficiently. They have also added that this is not always a true fact that to carry out projects efficiently, project managers should always get appropriate skill development trainings and preparations so that the top management must consider to facilitate this needs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summaries of the findings, conclusions derived from the analysis and the recommendations that can help to improve the Maintenance Management System Upgrading Project in the Sheraton Addis Engineering Department.

5.2 Summary of the findings

Based on the interviews and analysis, the below findings were recognized:

- There is no project management office or project manager who specifically manages projects in the Sheraton Addis Hotel.
- Since the hotel is a hospitality industry, primary focuses are observed on functional duties and project works are considered as additional tasks.
- Some of the project team members were noticed having unfamiliarity with the terms in the project management body of knowledge and further clarifications were mandatory to guarantee the questionnaires results.
- Even though the project management knowledge areas were not formally implemented in the Project Management Office, the basic theories and concepts are embedded in the hospitality industry code of practices so that the project was carried out as fairly successful.
- The overall Project Integration Management with the Integrated Change Control and Project Closure components fall under the dissatisfactory category in which the hospitality industry code of practices alone can't save the project from these aspects.
- The Project Scope Management results revealed that this knowledge area with all of its subsequent components have satisfactory results so that the Sheraton Addis Engineering Department has demonstrated excellent practice on scope management.
- Out of the six components in the Project Time Management practices, Schedule control, Activity sequencing and Schedule development falls under a Neutral category. The

department may consider improving its project practices in these components whereas the remaining components were found to be satisfactory.

- It might not be a surprise being as a business entity that aims in generating revenue for the company, the Project Cost Management practices are fully implemented and become successful by the project management in the hotel industry code of practices.
- Another prevailing factor in the hospitality industry is the credit that is given for the quality of services it should provide to the customers. In support to this idea, the Project Quality Management has scored the first rank among all of the other project management knowledge areas.
- The Project Risk Management practices are noticed to be the least ineffective project practices in the Sheraton Addis Engineering Department. There is no activity that can be free from risks and the department may consider in improving all of the risk management activities in the future.
- The hospitality industry performance development trainings and its working environment has played significant role for a successful implementation of the Project Communications Management practices.
- The Project Human Resources Management is also a satisfactory category of project management practice with an exception that Project Team Management component needs to develop for better project outcomes.
- The Procurement Control process is also found to be the only component in the Project Procurement Management knowledge area that needs improvement whereas the other three components are saved from failure due to the hospitality industry code of practices.
- The Project Stakeholder management is found to be the second least project management knowledge practice in the Sheraton Addis Engineering Department so that the overall and individual components fall under a dissatisfactory and Neutral category.

In general, it has been shown that out of the ten project management knowledge areas, only three have lacks to apply most of the project management areas by the implementation of project management code of practices in the hospitality industry.

5.3 Conclusions

The major objective of the study was to assess the project management knowledge areas in the Sheraton Addis Engineering Department for its Maintenance Management Upgrading Project practices.

Since there is not project management office or project manager who is entitled in the Sheraton Addis Hotel, primary focus of the employees tends to be on the functional duties and project works are considered as secondary tasks.

The Project Risk Management practice is the most vulnerable point in the project management knowledge areas so that the Engineering Department should take appropriate corrective actions for future projects. Similarly, the Project Integration Management and Project Stakeholder Management also need closer consideration and improvements.

Even though the hotel doesn't specifically designate a project management office and project manager, the Project Management Knowledge areas are embedded in the hospitality industry code of practice so that the majority of the project management knowledge areas succeed to fall in satisfactory categories.

However, with an additional effort in having a project management office and trainings given to project managers and team members in the Sheraton Addis Hotel, it is clear that all of the project management knowledge areas may become successful for future projects in the hotel.

Finally, it has been understood that, the project management practices within the hospitality industry code of practices has significantly helped the Sheraton Addis Engineering Department for a fairly successful outcomes of its projects.

5.4 Recommendation

In order to improve the practice of project management knowledge and to minimize the problem of the gap between the actual theory and implementation of the project, the following possible recommendations are provided by the researcher.

- The Sheraton Addis Engineering department should implement an effective Integrated Change Control System and Project Closure Procedures so that deviations from the original plan can easily be controlled before serious reparations occur as well as formal project closure procedures need to be followed.
- Baseline Schedule control as well as Activity Sequencing practices also need to be developed so that projects can be accomplished on time with proper scheduling and time frame allocated for individual work activities and sequences.
- The Risk Management practices should have been given priority by developing a risk management plan. Potential risks and their negative impact should be identified and documented. These risks should also be prioritized for the probability of occurrence as well as their impacts should be evaluated numerically. Moreover, risk response strategies must be developed so that identified risks can be tracked and controlled.
- Another recommendation for the Sheraton Addis Engineering Department is to encourage its employees for a full participation and engagement in the project activities.
- In the Project Procurement management knowledge area, the Procurement relationships needs to be managed effectively and the contract performances should also be controlled in an effective manner.
- The Sheraton Addis Engineering department should also strive to improve in stakeholder identification with their influences, interests and potential impacts. In addition to this, the stakeholder management plan should be developed to determine their engagement levels. All the potential stakeholders should appropriately be communicated so that their concerns in the project activities can easily be identified and their engagements can easily be monitored and controlled.
- Regarding to measuring the effectiveness of the Maintenance Management Upgrading Project in the Sheraton Addis Engineering Department, it would have been best if the project is incorporated with Project Management Office and a Project Manager.

5.5 Future Studies

The researcher recommends for further research to include other processes and practices of project management as this study focused only on knowledge areas of project management. In addition, the researcher suggests for further studies that can reveal the correlation between the project management knowledge areas and the project management practices in the hospitality industry.

References:

- Alias, Z., Ahmad, Z., Idris, M. (2012). Project Management Towards Best Practice, *ASIA Pacific International Conference on Environment Behavior Studies*, Cairo, Egypt, Oct 31 – Nov 2, 2012, pp. 108-120.
- Barrows, C. W. & Powers, T. (2009). *Introduction to the Hospitality Industry*, 7th edition, John Wiley & Sons Inc. New Jersey.
- Beth Hendricks 2017, 'Risk Management in the Hospitality Industry' viewed on 02 Jan 2020, from <http://study.com/academy/lesson/riskmanagement/html>.
- Boella, M. J. & Turner, S. G. (2005). *Human Resource Management in the Hospitality Industry*, 8th edition, Elsevier Ltd. Oxford, UK.
- Cleland, D. I. & Gareis, R. (2006). *Global Project Management Handbook: Planning, Organizing and Controlling International Projects*, 2nd edition, McGraw-Hill Professional, New York.
- Crawford, J. K. (2015). *Project Management Maturity Model*, 3rd edition, Taylor & Francis group, CRC press, 6000 Broken Sound Parkway NW.
- Crosswell, J. W., & Plano Clark, V. L. (2011). *Designing and Conducting mixed method research*, 2nd edition, Thousand Oaks, CA
- Duncan, W. R., (1996). *A guide to the project management body of knowledge*, Upper Darby, PA: Project Management Institute.
- Feinstein, A. H., & Stefanelli, J. M. (2008). *Purchasing – Selection and Procurement for the Hospitality Industry*, 7th edition, John Wiley & Sons, Inc. New Jersey
- Fernandes, G., Moreira, S., Araujo, M., Pinto, E. B. & Machado, R. J. (2018). Project Management Practices for Collaborative University-Industry R&D: A Hybrid Approach, *International Conference on Enterprise Information System and Project Management*, Portugal, pp. 805-814.
- Fernandes, G., Ward, S. & Araujo, M. (2013). Developing a Framework to Improve and Embed Project Management Practices in Organizations, *Conference on Enterprise Information System*,

Project Management, Health and Social Care Information Systems and Technologies, Southampton, United Kingdom, pp 846-856.

Ferreira, M., Tereso, A., Ribeiro, P., Fernandes, G., & Loureiro, I. (2013). Project Management Practices in Private Portuguese Organizations, *Conference on Enterprise Information System, Project Management, Health and Social Care Information Systems and Technologies*, University of Minho, Portugal, pp 608-617.

Gomes, J. & Ramao, M. (2016). Improving Project Success: A case study using benefits and project management, *Conference on Enterprise Information System, Project Management, Health and Social Care Information Systems and Technologies*, Lisbon, Portugal, pp 489-497.

Hagebro, C. (2015). 'Stakeholder Management in Tourism, An explorative case study of three municipalities in the Capital Region of Denmark', Copenhagen Business School

Harris, P. & Mongiello, M. (2006). *Accounting and Financial Management - Developments in the International Hospitality Industry*. 5th edition, Elsevier Ltd, Oxford, UK.

Huemann, M., Keegan, A., & Turner, J. R. (2007). Human Resource Management in the Project Oriented Company, *International Journal of Project Management*, pp. 315-323.

Ingason, H. T. (2014). Best Project Management Practices in the Implementation of an ISO 9001 Quality Maintenance System, *28th IPMA World Congress, Rotterdam*, Netherlands, Sept 29 – Oct 1 2014, pp. 192-200.

Kapiki, S. (2012). Quality Management in Tourism and Hospitality: An Exploratory Study among Tourism Stakeholders. *International Journal of Economic Practices and Theories*, Vol 2, No. 2.

Kendall, G. & Rollins, S. (2003). *Advanced Project Portfolio Management and the PMO: multiplying ROI at Warp Speed*: Fort Lauderdale, Florida: J. Ross Publishing Inc.

Kerzner, H. (2009). *Project Management: A Systems Approach to Planning, Scheduling and Controlling*, 10th edition, John Wiley & Sons Inc., New Jersey.

Kothari, C. R. (2004), *Research Methodology methods and Techniques*, 2nd edition, New Age International Ltd, New Delhi

Larson, E. W. & Gray, C. F. (2011). *Project Management: The Managerial Process*, 5th edition, New York: The McGraw-Hill/Irwin companies, Inc.

Milosevic, D. & Patanakul, P. (2005). Standardized Project Management may Increase Development Projects Success, *International Journal of Project Management*, 23, pp. 181-192.

Munns, A. K. & Bjeirmi, B. F. (1996), The Role of Project Management in Achieving Project Success, *International Journal of Project Management* Vol. 14, No. 2, pp. 81-87.

Obradovic, V., Kostic, S. & Mitrovic, Z. (2015), Rethinking Project Management – Did we miss marketing Management, 29th World Congress International Project Management Association, West Playa Bonita, Panama, Sept 28-30, 2015, pp. 390-397

Ozguler, I. S. (2015). Increase the projects' success rate through developing multi-cultural project management process, 29th World Congress International Project Management Institute, Istanbul, Turkey Sept 28 – Oct 1 2015, pp. 236-242.

Polkovnikov, A. V. & Ilina, O. N. (2014). The Reality of Project Management Practice in Russia: Study Results, 27th IPMA World Congress, Moscow, Russia, pp. 805-810.

Prabhakar, G. (2008). What is project success: a literature review, *International Journal of Business and Management*, pp. 3-10.

Project Management Institute (2013). *A Guide to the project management body of knowledge (PMBOK Guide)*, 5th Edition, Newton Square, Pennsylvania: Project Management Institute.

Schwalbe, K. (2004). *Information Technology Project Management*, 4th Edition, Boston, Thomson Course Technology.

Scott R. Sroun (1999). *Understanding and Interpretation; Defending Godamer in Light of Shusterman's "Beneath Interpretation"*, USA

Sebestyen, Z. (2017). Further Considerations in Project Success, *Creative Construction Conference*, June 19-22, 2017 Primosten, Croatia, pp 571-577.

Shenhar, A. & Dvir, D. (2007), *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*, Boston, MA: Harvard Business Press.

Silva, M. C. & Gomes, C. F. (2015), Practices in project management according to Charles Handy's organizational culture typologies, *Information Technology and Quantitative Management*, (ITQM 2015), 678-687.

Stevens, B. 2016. 'Time Management'. Viewed on 02 Jan 2020, from <http://slideplayer.com/slide/7827802/>

Turner, J. R. (2009). *The Handbook of Project-Based Management: Leading Strategic Change in Organizations*, 3rd edition, New York, McGraw-Hill Professional.

Walker, A. 2002/2015, *Project Management in Construction*, 4th edition, Oxford, UK, Blackwell Science Ltd.

Westland, J. (2006). *The Project Management Life Cycle: A complete step by step methodology for Initiating Planning Executing and Closing the Project*, Kogan Page Limited, London, UK

Wysocki, R. K. (2014). *Effective Project Management: Traditional, Agile, Extreme*, 7th Edition, John Wiley & Sons.

Yemane, Taro (1967). *Statistics: An Introductory Analysis*, 2nd Ed, New York, Harper and Row.

Zidane, Y., Hussein, B., Gudmundsson, J & Ekambaram, A. (2015). Categorization of Organizational Factors and Their Impact on Project Performance, 29th World Congress International Project Management Association (IPMA), Westin Playa Bonita, Panama, Sept 29-Oct 1, 2015, pp 162-169.

Zulch, BG (2014). Communication: The foundation of Project Management, *Conference on Enterprise Information System, Project Management, Health and Social Care Information Systems and Technologies*, South Africa, pp 1000-1009.



Addis Ababa University

College of Business and Economics

School of Commerce

Master of Project Management Program

Dear Respected Project managers and team members:

This questionnaire is conducted to collect data for a research on: Assessment of Maintenance Management System Upgrading Project Practices of Sheraton Addis Engineering Department. The information is going to be used as a primary data for this research believing that your frank and genuine responses will contribute vastly to the quality of the findings of this study. The researcher would like to ask you to kindly complete this questionnaire, as truthfully as possible and would like to confirm you that it will be kept confidential and will be used only for the study under consideration.

Thank you in advance for taking part in this study.

With Regards,

Melaku Belete

Mobile: +251-944-732161

Email: mesiwube@gmail.com

Directions

- No need to write your name.
- Put “X” mark on the choice box given.
- Give brief answer in the space provided.

Part I: Demographic Characteristics and general background of the respondents.

1. Years of Service

☐ < 5 Years

☐ 5 – 10 Years

☐ > 10 Years

2. Educational Level

☐ Diploma

☐ Bachelor

☐ Post Graduate

3. Position in the Project Work

☐ Project Manager

☐ Project Coordinator

☐ Project Member

Part II: General Questions.

1. Is there separate project management office in the Sheraton Addis Hotel?
2. Is there project management training facilities in the Sheraton Addis Hotel?
3. What is the status of your project in terms of success?

Part III: Questions related to the ten knowledge areas of project management.

Based on your experience in the Sheraton Addis Engineering Department Maintenance Management Upgrading Project, please select the appropriate measurement that best fits for each of the project management knowledge area components.

Project Integration Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Project charter was developed that integrates project scope, assumptions and constraints as well as authorizes to utilize organizational resources.					
Project management plan was developed.					
Project activities were managed and directed based on the project management plan.					
Project works were observed, evaluated and controlled against project management plan.					
Deviations from the project base line were controlled by integrated change control system.					
Procedures for project phases closure were incorporated in an orderly fashion.					

Project Scope Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Scope management plan were developed for measuring the value of the project.					

Business and technical requirements of a project were collected.					
The project scope (deliverables or products) were defined beforehand.					
Work breakdown structure were developed that decomposes into work packages and activities.					
Instruments were developed for validating the project's scope and success.					
Scope changes were controlled, evaluated and reported.					

Project Time Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Detailed project activities were identified with detailed schedule.					
Sequencing of the project activities were identified with their deliverables.					
Resource requirements of the project activities were identified.					
Project activities duration were estimated in terms of the number of hours or work periods.					
A baseline project schedule were developed into the project schedule management plan.					
Changes to the baseline project schedule were controlled and if necessary corrective actions were taken.					

Project Cost Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Project cost management policies and procedures were developed.					
Estimation was made for the cost of products as well as the resources costs for project activities.					
A baseline project cost was developed so that the project budget were allocated and expended for project activities based on time schedule.					
Project costs were controlled by the cost of baseline.					

Project Risk Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Procedures for developing risk management plan were defined.					
Potential risks and their negative impact on a project were identified and documented.					
Project risks were prioritized for the probability of occurrence.					
Risks impacts were evaluated numerically and their interactions and relationships were analyzed.					
Risk response strategies were developed in the risk response planning.					
Identified risks were tracked and controlled in accordance with the risk management plan.					

Project Quality Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Quality management plan was developed and project deliverables standards were defined.					
Organizational quality standards were assessed in order to ensure the project's outcomes.					
Project deliverables were compared and controlled with the relevant quality standards.					

Project Human Resources Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Project requirements on human skills together with their roles and responsibilities were identified and planned.					
The human resources requirements were acquired for the project activities.					
Teams were developed to create synergy in order to enhance productivity and efficiency.					
Project team members were encouraged to participate in project activities.					

Project Communications Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Required information for the project were identified as well as effective communication systems were planned.					
Means for collections, storing, retrieving and disposing project information were developed.					
Formal communication methods were developed in order to address the project's report.					

Project Procurement Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
To buy or to make decisions as well as procurement items and quantities were identified.					
Potential vendors and suppliers were identified and contracts were awarded to selected providers.					
Procurement relationships were managed and contract performances were controlled.					
Procurement contract closures were carried out.					

Project Stakeholder Management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
All the project stakeholders were identified with their influences, interests and potential impacts.					
Stakeholder management plan was developed to determine their engagement levels as well as to identify their relationships.					
Communications were done with all stakeholders to ensure their concerns.					
Stakeholders' engagements were monitored and controlled.					



Addis Ababa University

College of Business and Economics

School of Commerce

Master of Project Management Program

Dear Respected Project managers and team members:

This interview is conducted to collect data for a research on: Assessment of Maintenance Management System Upgrading Project Practices of Sheraton Addis Engineering Department. The information is going to be used as a primary data for this research. Therefore, your response and participation in the interview will be extremely valuable for study. Please note that confidentiality of your response is secured and used only for the purpose of this study.

If you need to know the final results of the study, you may contact me via telephone or email.

Thank you in advance for taking part in this study.

With Regards,

Melaku Belete

Mobile: +251-944-732161

Email: mesiwube@gmail.com

Interview Questions on Project Management Practices.

1. How do you explain the project management practices of the engineering department?
2. What is the awareness and usage of project management methodologies in the engineering department?
3. What will be the department's advantage from the project outcome?
4. Is there a specific department or professional that is assigned to manage projects?
5. What are the main challenges in the department in managing its projects proficiently?
6. How do you express your project activities in terms of the project management knowledge areas?
7. How do you observe the project team motivation in the project work?
8. Did previous projects met what they intend to achieve or completed successfully?
9. From previous projects, did weaknesses and strengths recorded and documented?
10. How do you manage your regular duty together with the project work?
11. Are there any development trainings for project management practices?
12. Is there a top management support for the requirements to manage projects proficiently?
13. With the hospitality industry code of practices, do you think that projects can be managed successfully?
14. How do you think will the department improves in managing future projects?