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Project Proposal No. 94386  
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MBA	MBA (B&F)
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**School of Management Studies  
INDIRA GANDHI NATIONAL OPEN UNIVERSITY  
Proforma for Approval of Project Proposal (MS-100)**

Enrolment No. ID1116745 Study Centre Code 8105  
Regional Centre Code \_\_\_\_\_

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Title of the Project : ASSESSMENT OF PROJECT MANAGEMENT

PRACTICES IN SELECTED PRIVATE ARCHITECTURAL

Subject Area : DESIGN FIRMS IN ADDIS ABABA  
HRM / Finance / Operations / Marketing / General Management.

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If Yes, Name and Code of Study Centre, the courses s/he is counselling, and period : ST. MARY'S UNIVERSITY COLLEGE  
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No. of Students currently working under the supervisor for MS-100 : 2

Signature of Student  
Date: 26/02/2014

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Date: 26/02/2014

Please do not forget to enclose the Project Proposal and signed Bio-data of the guide.

For Office Use only

Proposal	Guide
Approved ✓	Approved ✓
Not Approved	Not Approved

(SIGNATURE OF MANAGEMENT FACULTY)  
Date 29/3/2014

# **Project Proposal**

**Assessment of Project Management Practices in selected private  
Architectural Design Firms in Addis Ababa**

**By**

**Addis Adugna Amanu**

**Submitted to:** The Coordinator (Projects), School of Management Studies,  
IGNOU, Maidan Garhi, New Delhi-110068

In Partial fulfillment of the requirements of Masters Degree in Business  
Administration (MBA) of Indra Gandhi National Open University

**Enrollment Number:** ID 1116745

**Advisor:** Matiwos Ensermu Jaleta (PhD)

**Date:** February 2014

Addis Ababa

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# **1 Introduction**

## **1.1 Background of the research**

Projects, as a way to attain objectives, have been used since ancient times, generating important results to society and culture like The Great Wall of China, Ancient Roman roads, the first steam engine and many others. A project is a new, unique and temporary set of activities, with a defined beginning and end, which uses resources in a planned and organized way with the purpose of reaching certain objectives (Liviú, Emil and IOANA, 2010). A project is defined as a temporary endeavor undertaken to create a unique product or service, or result (PMI, 2013).

The characteristics of a project require a specific type of management. Project management is the application of knowledge skills, tools and techniques to project activities. Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing (PMI, 2013). Project management is recognized to be the key enabler of business change and a vital contributor to future business success (Whitty & Maylor, 2009).

Project management has evolved over time to a sophisticated and complex process, becoming the principal mean of dealing with change in modern organizations. As projects developed and knowledge was gained in this field, standards have occurred. Organizations and project management associations all over the world started to develop and follow these standards in order to optimize the project management activity.

One of the primary purposes of project management is to identify potential risks as much as possible and to plan, organize and control activities so that projects are completed successfully in spite of all the risks. This process should start well

before any resource is committed, and must continue until all work is finished. The primary aim of the project manager is to satisfy the project sponsor or purchaser and all other principal stakeholders, within the promised timescale and without using more money and other resources than those that were originally set aside or budgeted.

Wideman (1999:2) defines practice as “a way of doing things”. A best practice is defined as “a strategy, approach, method, tool or technique that is particularly effective in helping an organization achieves its objectives for managing a project” (Best practices in project management: Private and public sectors internationally, 2001:1).

(Douglas, 2009) argued that,

“...as architects and designers, we are drawn to our professions with the lure of being part of a creative process and the opportunity to design great projects”. We spend significant time and energy developing rigorous design processes to ensure unique and thoughtful projects. The management of these projects, however, is a secondary thought at best, often a necessary evil of securing the design work. As a result, many clients do not believe that working with design professionals is a positive experience, nor are they particularly satisfied with the delivery process, regardless of the outcome.

Project management is perhaps the single most sought-after method in the design industry, even outpacing the search for design talent. The growing number of independent project management firms and the fact that 30 percent of projects today are design-build confirm that clients are demanding higher levels of leadership and accountability than ever before for the success of their projects. Yet Architectural design firms are falling short of clients’

expectations in the delivery and management of those projects. While few in the design professions went to school with the intention of being project managers, they often seek that route as a fast track to becoming principal.”

Project management should not be an alien subject but rather part of the design process, one that simply meets another dimension of the design. If one believes that design is problem-solving, then project management is merely resolving an additional component and should be approached with the same enthusiasm as the design process itself. Traditionally, project management is a very linear process, and as such, the enjoyment for both clients and staff responsible for management is diminished. Instead of being perceived as a continuing hassle, project management could be re-created as an experience so pleasurable to all stakeholders — clients, consultants, and staff — that they wouldn’t consider working with anyone else.

(William, 2006) argued that for design firms to succeed in all fronts—financially, artistically, technically —effective project management is essential. Effective project management is the design firm’s bread and butter.

## **1.2 Background of the case firms**

(Wouhib, 2003) noted that it is not recorded when the first architectural practice was set-up in Ethiopia. Expatriate architects commissioned by either the government or prominent landlords may have prolonged their stay after their first commission expired. It was, however, a general trend for these expatriates to start full-fledged offices. Some of the best known of this era are: Bureau de etudes, Henri Chommette, Studio Mezzedimi, Z.Enav & M.Tedros,Z. Kovacevic & ,I. strauss, M. Kalos, Technoexporstory, Norconsult and Centroproject .

These offices carried out the design and supervision of most of the prominent buildings in Addis Ababa. Other expatriates such as Alexander Doxiades and Aarno Ruusuvoori, did not establish local offices. The mentioned above offices were apparently staffed by expatriate Architects, since the first graduates of the school of Architects were not ready for employment before the late 60'.

The first Ethiopian partner in Architectural firm was Micheal Tedros of Z.Enav & M.Tedros. Then in the early 70's National Consultants followed a year later by Getachew Bekle were established as the Ethiopian Consulting Firms.”

The revolution of 1974 made dramatic changes in the rendering of design services. The 'established expatriate offices began to close shop one after the other, and offices with Ethiopian principals started to come on the scene. The government offices also absorbed majority of graduating architects. After establishment of the Ministry of Construction, now called Ministry of Works and Urban Development, licensing of design offices began to take definite shape, Registration of professionals also followed suit.

As per the valid registration of consultants of 2004 E.C (2011/2012) data, there are 189 private and government consulting firms registered by Ministry of Works and Urban Development in 6 different categories.

### **1.3 Rationale of the study**

The rationale of the study is to assess whether the Project Management practices are implemented effectively in private Architectural Design Firms. Moreover the study is to suggest workable recommendations how effective project management practices such as Project Integration management, project scope management, Project Time Management, Project Cost Management ,Project Quality Management , and, Project human resource Management, Project communication

Management, Project risk Management , Project procurement Management and project stakeholder management can sustain the competitiveness of the firms and identifying the problems in order to overcome these problems and suggest in light of problems identified and propose areas for future research. Moreover, the researcher will observe how lack of effective project management practices consequently leads to project failure and makes practical recommendation for Architectural design firms to make improvement on the above issues and provide ideas for further research.

#### **1.4 Significance of the study**

The finding of this study will be considered important in providing insight into the various project management knowledge areas needed and give feedback and help private Architectural Design Firms to apply the recommendations.

The study can encourage a well designed project management practices to achieve Architectural Design Firm's objective. It will be useful to firm's principals and project management practitioners to design the project management knowledge areas at firm's level on order to maximize performance towards achieving architectural firm's objective.

This research paper can be useful for researchers who would like to know about project management knowledge areas and practices issues for future research. Besides, the study could serve as a reference to similar government and private firms who want to benefit from the study as a whole.

#### **1.5 Scope of the study**

With regard to the scope of the study, even if both effective office management and project management are crucial for proper management of Architectural design firms, the study is made to focus on the effective project management practices during design development phase of the private Architectural



design firms in Addis Ababa. However, the study will exclude government and regional private Architectural design firms.

## **1.6 Organization of study**

As indicated above the scope of the study will be organized systematically to make clear the facts in the most comprehensive manner. The entire project will contain five chapters organized as follows: Chapter one will incorporate an introduction consisting of the background, the statement of the problem, and objective of the study, scope, expected contribution and limitation of the study.

Chapter two will consist of an extensive but selected review of related literature on the subject. Chapter three will explain the methodology used in conducting the study. Chapter four will contain the finding or results, discussions and analysis used in the study. Chapter 5 will consist of conclusion and possible recommendations made based on the findings.

## **2 Statement of the Problem and Research Questions**

Architectural design offices perform majority of their activities in project environments. Each architectural design is a unique project. However, most of the firms are not prepared enough to handle their Project Management processes professionally. This might be because of the lack of awareness for PM concepts. Another reason could be inadequate training of architects in project management both at undergraduate level and after graduation. On the other hand, architectural design projects are becoming more complex and nowadays clients are increasingly demanding more professional approach on project management practice from architectural firms.

In Ethiopia, to counteract the low project management practice in private architectural design firms, clients start to adopt Design – Build delivery method for

their complex projects. As this delivery method mostly controlled by contractors, it creates further pressure on private architectural design firms. Therefore, the research mainly will focus on the following questions:

1. What is the overall status of PM practice in Private architectural design firms?
2. What is the major difference in project management practice among various categories of Private architectural design firms?
3. What is the ISO certification impact on PM Practice of Private architectural design firms?
4. What is the year of experience impact on PM practice of Private architectural design firms?
5. What is the staff number impact on PM practice of Private architectural design firms?

### **3 OBJECTIVE**

#### **3.1 GENERAL OBJECTIVE**

The general objective and central theme of this research focuses on assessing project management practice in private architectural design firms.

#### **3.2 SPECIFIC OBJECTIVES**

- To assess the overall status of PM practice in Private architectural design firms;
- To find out the level of PM practice under each project management knowledge area in various categories of Private architectural design firms.
- To examine ISO certification Impact on PM practice of Private architectural design firms.

- To examine year of experience impact on PM practice of Private architectural design firms.
- To examine staff number impact on PM practice of Private architectural design firms.
- To provide recommendation to improve project management practice in private Architectural design firms;

## **4 Research Methodology**

### **4.1 Research Design**

Since the study will focus on present situations, the research study will use the descriptive research methodology. It involves the recording, description, analysis and interpretation of the present project management practices of architectural firms. Under the descriptive research method, the technique that will be utilized is the case study method. The results and findings of the study will be compared with universally accepted project management practices.

### **4.2 Nature & Source of Data**

The methodology used to prepare this paper is the descriptive type of research. Therefore, the researcher will use both primary and secondary sources.

Primary data source will be from questioners and group discussion and secondary data source will be collected from relevant sources which include the architectural firm's design projects reports. Besides relevant books, previous studies and project management guidelines, internet search from reliable sources, journals and similar periodicals will also be consulted for this purpose.

### **4.3 Sample & Sampling Techniques**

The sample frame for the case study is established from list of consultants which are operating in Ethiopia from the valid registration of 2004 E.C (2011/2012).

The total number of consultants with valid registration for 2004 E.C (2011/2012) is estimated to be 189. The corresponding minimum sample size for the population is chosen by stratifying. The first strata that have higher project handling capacity are taken for analysis; the population for each strata are classified here under. Thus Category I has a total population of 19, (70% of the population), fourteen companies will be chosen for the survey, similarly from category II, 40% of the population or 4 companies. Finally, from category III, 15% of the population or 12 companies will be taken for analysis. To select the participating firms, the researcher will use convenience sampling technique.

<b>Strata</b>	<b>CAE (N)</b>	<b>Sample Size</b>
1	19	14
2	9	4
3	77	12
4	30	
5	48	
6	6	
Total	189	30

Consultants registered in year 2004 E.C (2011/2012) stratified in their respective category

#### **4.4 Type of Data & Collection Method**

The researcher will use primary and secondary data for analysis. Data will be collected from selected private Architectural design firms in Addis Ababa.

Here are the two ways of collecting primary data for this study:

- Through Questionnaires; Collecting primary data through questionnaires can be done by sending questionnaires to firm's project managers and principals

- Observation; as practicing project manager, the researcher will include his own personal observation.

Secondary data source includes a review of literature on major project management text books, architectural firms project files, and peer reviewed journal articles, annual reports and other research materials available in architectural design firms with other relevant documentation and publications.

#### **4.5 Data handling & Analysis**

The next step after necessary data is collected from different data sources in this research study is to process the data into useful information, i.e. examine, categorize, arrange and rearrange and recombine the data (Patel and Davidson,1994). For this study a qualitative and quantitative methods will be used to analyze the findings to reach at the result. For better understanding of the cases under discussion different statistical methods, graphs and diagrams will be used for presentation and analysis.

#### **4.6 Finding & Conclusions**

The conclusion part will include the aim of the research, comments on the objectives and research questions as well as personal recommendation. The results and findings of the study always are compared with best practice.

### **5 Limitation of the study**

The limitations associated with this research are listed below:

- Time is the first constraint researcher encountered versus the complexity of the study undertaken.
- The research is focused only on design stage works of the private Architectural design firms in Addis Ababa.
- A lot will depend on how the selected private Architectural design firm's

principal or project manager or senior professionals reacts to the study and appreciate the work undertaken. It will be limited by response which will be given and efforts made to assist the researcher to complete the work in the given time effectively and efficiently. However, the recommendation is made based on the finding and can be used as a source of information for government and regional private architectural design firms having similar problems.

## **6 Future Direction for further research**

Undertaking this research has opened many venues for further research initiatives which are presented below:

- Researchers can also investigate the project management practices in selected private Architectural design firms to have an overall picture of the project management practices in Architectural design industry.
- Researchers can also research on short term and long term strategies for the private Architectural design firms to reach the higher maturity level in project management.

## 7 Research Work Plan (tentative Plan)

Sr. No.	Major Activities	Timelines
1	Preparation of draft research proposal	December 1, 2013-February 14, 2014
2	Review of draft research proposal by project advisor	February 15-25, 2014
3	Submission of final research proposal	February 26,2014
4	Data Collection	February 26 - March 12,2014
5	Data Analysis and interpretation	March12-April 4,2014
6	Draft report preparation	April 5 - 25,2014
7	Draft report submission	April 26 - May 4, 2014
8	Final report submission	May 5-10,2014

## 8 Budget of research Project

Sr. No.	Major Activities	Budget required in USD
1	Data Collection	
1.1	Per diem for data collectors 4 individuals	1000
1.2	Orientation for data collection half day	250
1.3	Transport service for data collection	600
2	Clerical works	
2.1	Secretarial service/ Printing and binding/	900
2.2	Stationary material paper	200
3	Presentation	
3.1	Group discussion for 5 persons	300
	Total USD	3250

## References

1. Ahlemann, F.; Teuteberg, F.; Vogelsang, K., (2009) "Project management standards – Diffusion and application in Germany and Switzerland", *International Journal of Project Management* 27.
2. Douglas R. Parker, *Integrating Project Management and Design*, *Design intelligence update free e-newsletter*, January 15, 2009.
3. Dr S. G Naoum, *Dissertation research & Writing for Construction Students*, second edition, 2007, Elsevier, UK.
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5. Liviu, Emil and IOANA, 2010, *Best Practice in Project Management*, *Review of International Comparative Management*, Volume 11 (1).
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7. Sean Maserang, *Project management: Tools and techniques*, 2000:3, [http://www.umsl.edu/~sauterv/analysis/488\\_f02\\_papers/ProjMgmt.html](http://www.umsl.edu/~sauterv/analysis/488_f02_papers/ProjMgmt.html).
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9. William G. Ramroth, JR, AIA, *Project management for design professionals*, 2006, Kaplan Publishing
10. Wouhib Kebede, *Registration & Licensing*, *AEA Annual Journal*, December 2003, page 10.



## Curriculum Vitae: Matiwos Ensermu Jaleta

### I. Personal Data:

Name: Matiwos Ensermu Jaleta (PhD), *MSc 28/02/1994*  
Rank: Assistant Professor  
Date of Birth: May 14 /1978  
Place of Birth: Wollega, Oromia, Ethiopia  
Name and position of Working Institution: Addis Ababa University, Associate  
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### II. Educational Background

Qualification	Year	Institution
B.A in Management	2001	Addis Ababa University
MBA in Business Administration	2005	Addis Ababa University
PhD in Logistics and Supply Chain Management	2011	Andhra University

### III. Language Proficiency

	Speaking	Reading	Writing	Listening
Afan Oromo	✓	✓	✓	✓
Amharic	✓	✓	✓	✓
English	✓	✓	✓	✓

#### IV. Work Experience

##### A. Industry Experience

No	Position	Name of Instruction	Year
1	Junior loan officer	Development Bank of Ethiopia	Nov 2001-Oct 2002
2	Trainer	Opportunities Industrialization Center- Ethiopia	March 2003 – Nov 2004
3	Trainer(on Customer relationship Management and Negotiation)	Ethiopian Telecommunications Corporation	Nov.2009
4	Trainer (on Customer Handling)	SNAP Computer Trading	
5	Administration Manager	Hazii General Construction	Aug/2008- July2009
7	Consultant team @Bantie Workie Management Consultant	Buusaa Gonofaa Microfinance Institution's organization structure, salary scale &benefit package study	April- June2011
8	Consultant team@ Bantie Workie Management Consultant	Tesfaye Legesse Construction, Wisdom Micro finance, on organization structure, salary scale &benefit package study; Zemen Bank on organization structure, salary scale &benefit package study, Water aid Ethiopia: Sanitation as Business, Supply Chain Analysis	2012/2013
	Team Leader @AAU School of Commerce	Ethiopian Commodity Exchange(ECX) Customer satisfaction survey using Supply Chain Model	2012
8	Associate Dean	College of Business and Economics	May2012 on wards
9	Trained on procurement of services, supply and works for EDF projects as impress administrator	European Union	April/2013
10	Curriculum and gender development training	Tilburg University, Netherlands	June 2013
11. Since July 22,2013 for Next 50 days	Agricultural Transformation Agency	Short term consultant on Efficient Supply Chain management System for household Irrigation Pumps study on Tigray, Oromia, Amhara, SNNPRS and Addis Ababa Supply	

		chain actors
12. Since June 2013	EU-European Development Fund Project for EU-Ethiopian Business School and Incubation Center	Impress Project Administrator

#### B. Academic Institutions Experience

No	Position	Institution	Years of employment	Statement
1	Graduate Assistant I	Arba Minch University	Nov 2002 – Sep 2003	Full time
2	MSC Guest Lecturer on Entrepreneurship	Jimma University	2011	Block Teaching
3	MBA Guest Lecturer	Gondar University	2010/2011	Block teaching
4	MBA Guest Lecturer	Adama University	2011	Block Teaching
5	MBA Guest Lecturer	Wollega University	2011	Block Teaching
7	PhD Guest Lecturer	International Leadership Institute	2011	Block Teaching
7	Lecturer	Addis Ababa University	Nov.2005 – January20/2011	Permanent
7	Assistant Professor	Addis Ababa University	January21,2011	Permanent
7	Advisor and Examiner of Post Graduate Students(MA and PhD students)	Addis Ababa University/Adama University/UNISA/ILI,etc	2011 onwards	

#### IV. Publications

1. Mاتيwos Ensermu &V.K. Mohan(2008),Green Supply Chain management: Survey on Food package materials in Vizag City; proceedings of international conference on issues and challenges of Supply chain management(2008), Banaras Hindu University

3. Mawos Ensermu(2010),A supply chain management approach to project crashing: An empirical study on road sector projects in Addis Ababa
4. Book: Supply Chain Management: Supply Chain Integration and Performance Measurement Issues in Brewery Industry of Ethiopia (2011) ISBN-978-739-35371-7
5. Curriculum Design for MA-Supply Chain Management ,School of Commerce Addis Ababa University, June2010-January 2011
6. Mawos Ensermu (2011), QFD Applicability in the low cost construction houses in Ethiopia, paper presented on the national symposium organized by AAU, School of Commerce, June 25-27/2011.
7. Mawos Ensermu: A Comprehensive Approach to Supply Chain Management (2011): Teaching Material prepared for School of Commerce, Addis Ababa University.

\_\_\_\_\_ (2013), Logistics and Supply Chain Management with cases (a book under process for publication)

8. Mawos Ensermu (2012): Weakest link in the transportation system of Addis Ababa: paper presented on the national symposium organized by AAU, School of Commerce, June 28-30/2012.
9. Team Researcher on Women's Collective Action in West Gojjam Honey Value Chain-Funded by OXFAM-Great Britain(2012)

V. Major Courses I Taught at Post Graduate Level(Addis Ababa University (FBE and School of Commerce):

- a. Supply Chain Management
- b. Quantitative Analysis For Management Decision Making
- c. Operations Management
- d. Marketing Channels Management
- e. Research Methodology
- f. Compensation and Reward Management
- g. Business Policy and Strategy
- h. International Marketing Strategies
- i. Entrepreneurship

VI. **Current Research Activities Under Progress:**

- a. Value Chain Analysis for Essential food items pricing approach: AAU Sponsored Project

- b. The Resource Based view of the firm: Implication for water resource management on Sustainable development of Ethiopia(OSSREA Funded Research Project --first draft report submitted)
- c. Commercialization of Anchote Product in Ethiopia: Thematic Research :AAU Sponsored Research
- d. Textile value Chain analysis for selected firms in Addis Ababa(2013 under progress)
  - I have also advised three students for their MBA thesis on the Ethiopian pharmaceutical Supply Chain Management Systems in the academic year of 2012/13.

#### **References**

Mulugeta G/Medhin, Dean, School of Commerce, Addis Ababa University, Tel 0911255340

Wubeshet Bekalu(PhD), Assistant Professor, Addis Ababa University, Tel 0911443739

Bantie Workie, Management Consultant and PhD Candidate, Addis Ababa University, School of Commerce, Tel. 0911-2406-64

#### **CERTIFICATION**

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

*MSD*

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