ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

APPLICATION OF QUALITY MANAGEMENT AND IT'S CHALLENGE IN ONLINE MARKETING PROJECT IN ETHIOPIA: THE CASE OF HELLO MARKET.

BY

BIRUKTAWIT FIKRU

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF

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DECLARATION

I, BiruktawitFikru, declare that this thesis is my original work, prepared under the guidance of AbebawKassie(PhD& Ass. Prof.). All sources of materials used in preparing these papers have been duly acknowledged.I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name   Signature

BiruktawitFikru   -------------------------------------

ENDORSEMENT

This is to certify that this Thesis paper work, entitled "APPLICATION OF QUALITY MANAGEMENT AND IT'S CHALLENGE IN ONLINE MARKETING PROJECT IN ETHIOPIA: the case of Hello Market.", which is undertaken by BiruktawitFikru for the partial fulfillment for the requirements of the degree of Masters of Art in Project Management at St. Mary's University.

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Advisor   Signature

St. Mary's University, Addis Ababa   June 2021

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List of Abbreviations and Acronyms

COVID - Coronaviruses

ISO - International Organization for Standardization

ME's - Medium-sized enterprises

PDCA - Plan-Do-Check-Act

PDEM - Project Performs in its Efforts to Manage

PMBOK - Project Management Body of Knowledge

PMD - Project Management for Development

PMI - Project Management Institute

PMT - Project Management Tools

PQM - Project Quality Management

QMS - Quality Management System

QM - Quality management

SEM - Search engine marketing

SMEs - Small and medium-sized enterprises

SPSS - Statistical Package for Social Sciences

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ABSTRACT

This purpose of the research is to assess the quality management practice and it's challenge. To achieve its objective, A descriptive research design and both primary and secondary data were used. Questionnaires, interview. Besides, it employed purposive sampling techniques. The survey questionnaire was considered based on the literature and on the information collected through the document review of the project. The survey questionnaire was distributed to 30 direct participants in project management team members who were selected purposively among them 28 responded, which represented a response rate of 93.33%. The data gathered through the questionnaire was analyzed by Statistical Package for Social Science (SPSS). The generated data was prezented using tables, frequence and percentage approaches. The outcome of the study indicated that Hello Market online project dose not employed any quality management practice since the standard of quality management in online marketing are not experienced well and most of the processes are ignored. In the study it is examined that various quality assurance measures were not taken starting from defining project objectives and to monitoring and the tasks that were carried out mostly in monitoring level is taken by traditional method which is believed by the project managers to help grow the project. It was also recognized that some barriers of quality management; inadequate management support, lack of quality management practice, quality assurance training and follow up, lack of quality management policy and strategy were the major once. The study also recommended that Hello Market to have separate quality management policy in order to assume complete project quality management process, improve management involvement, capacity building on project management skills for effective implementation of online marketing project.

Keywords*- Quality, Quality management, Challenges, Quality Management in online marketing*

Chapter one: Introduction

1.1 Introduction to Quality Management

Project quality management is the process of ensuring that all project activities necessary to design, plan, and implement a project are effective and efficient with respect to the purpose of the objective and its performance. Project quality management (QM) is not a separate, independent process that occurs at the end of an activity to measure the level of quality of the output. It is not purchasing the most expensive material or services available on the market. Quality and grade are not the same, grade is characteristics of a material or service such as additional features. A product may be of good quality (no defects) and be of low grade (few or no extra features).(PM Blog, 2016).

Quality management is a continuous process that starts and ends with the project. It is more about preventing and avoiding than measuring and fixing poor quality outputs. It is part of every project management process from the moment the project initiates the final steps in the project closure phase. Quality Management focuses on improving stakeholder's satisfaction through continuous and incremental improvements to processes, including removing unnecessary activities; it achieves that by the continuous improvement of the quality of material and services provided to the beneficiaries. It is not about finding and fixing errors after the fact, quality management is the continuous monitoring and application of quality processes in all aspects of the project.(PM4DEV, 2016)

There are many definitions of the Total Quality Management (TQM) since the researchers vary in their definitions. As (Luanne Kelchner, 2014), Total Quality Management is defined as "A system of continuous improvement that involves all workers in a business from upper management to production line workers". (Luanne Kelchner, 2014) also state that the improvement program concentrate on refining customer services and decrease waste and costs in the organization. The group of this program expending problem solving techniques to express and reduce weaknesses in the organization.

Additional definition of TQM is the full integration effort of continuous improving the whole organization culture in order to gain the competitive advantage (Lawrence M). Moreover, TQM is the method that supports to meet customer satisfaction through applying different techniques and tools that lead to provide a high quality of products and services (Azrilah, Jammal & Shahad 2015). All these definitions bring a single concept that focus on continuous improvement in each portion in the organization in order to provide a high quality of products and services which lead to increase their customer satisfaction.

Therefore, the role of quality management for the online marketing project is not an isolated activity, but intertwined with all the operational and managerial processes of the online marketing project. The quality management system in online marketing projects refers to quality planning, quality assurance and quality control. Therefore, this paper tries to assess quality management practices of online marketing project of Helloomarket.

1.2 Introduction to Online Marketing

Online Marketing is the art and science of selling products and/or services over digital networks, such as the Internet and cellular phone networks. The art of online marketing involves finding the right online marketing mix of strategies that appealed to the target market and will actually translate into sales. The science of online marketing is the research and analysis that goes into both choosing the online marketing strategies to use and measuring the success of those online marketing strategies.(J. Sridevi & K. Senthil Kumar,2015)

Acording to Techopedia Online marketing refers to a set of powerful tools and methodologies used for promoting products and services through the internet. Also, it includes a wider range of marketing elements than traditional business marketing due to the extra channels and marketing mechanisms available on

➢ Online marketing can deliver several benefits such as:
  ✓ Growth in potential
  ✓ Reduced expenses

Elegant communication

  ✓ Better control

- ✓ Improved customer service
- ✓ Competitive advantage

Online marketing is also known as Internet marketing, Web marketing, digital marketing, and search engine marketing (SEM). (J. Sridevi & K. Senthil Kumar, 2015).

J. Sridevi and K. Senthil Kumar also stated thet Online marketing uses the internet to deliver promotional marketing messages to consumers. It includes E-commerce, email marketing, search engine marketing, social media marketing, many types of display advertising (including web banner advertising), and mobile advertising. Like other advertising media, online advertising frequently involves both a publisher, who integrates advertisements into its online content and an advertiser, who provides the advertisements to be displayed on the publisher's content. Other potential participants include advertising agencies that help generate and place the ad copy, an ad server that technologically delivers the ad, and tracks statistics, and advertising affiliates who do independent promotional work for the advertiser.

1.2.1 Background to the organization

The study is conducted in Hello market online marketing project of Belcash technology soulution plc. The Hellomarket online marketing project is stablished with a mission "is to allow all local Ethiopian suppliers and manufacturers to promote and sell their products through the HellooMarket platform; it also aims to support local producers to get market access in Ethiopia and making it easy for customers to buy products from all cities of the country." With the long term vision of "to unlock Ethiopian SME's and ME's by providing their products access to the Ethiopian market, from urban to rural areas."

Belcash International is a Netherland based company which provides its Digital Business Technology Platforms to businesses. Its core business is in the designing of automated solutions to Mobile and Agent Banking service providers and it is mainly offered to financial institutions.

Belcash is the proprietor and provider of the 'Hello' brand. We attempt to find the perfect fit for our customers and partners. This heavy focus on customer service, innovation, and professionalism mean that our stakeholders are proud to identify themselves with us. Though each Helloo brand represents a different service, they all share one key feature - the mobile

phone is the access point for their service. The main focus for Hello brands is what customers want and expect from their respective services.

HellooMarkethas a wide range of products from leather products, coffee, apparel & accessories, shoes, jewelry, tools & hardware, housewares, furniture, sporting goods, beauty & personal care, gourmet, homemade seasonings, and more.

Our platform allows end-users to access products made in Ethiopia all over Ethiopia via any phone. The platform has made it easy for SME's and customers by making it a few step process. In a few months, more than 2000 SME's has joined the platform to give them all year round market than a seasonal market where they have struggled.

1.3 Statement of the Problem

Project quality management includes both quality assurance quality control (steps taken to control results to see if they conform to requirements) and (planning to meet quality requirements). Quality can be well-defined as the level of conformability of the final deliverable to the customer's necessities. Major cause of usual project failure is that quality is ignored or scared so that a close-fitting deadline can be met. It is very accommodating to complete a project on time, only to discover that the thing delivered will not work properly (Project Management Institutr, 2008).

Total quality management can be practiced in e-commerce, the particular reason for circumstance will escalate the company's revenue, expand communication with the external world, and win customers' satisfaction. Furthermore, the monitoring of e-commerce activities support to make things easier for the project operations and achieve goals away from mistakes. In addition, Total quality management serves many determinations to recover the quality of the processes, reduce waste, focus on how to avoid problems before they occur, reduce costs, and determine the organization's vision (David C, 2001).

The integrating of total quality management in e-commerce companies grows increasingly. It is found that some companies that tried to implement total quality management did not achieve the desired benefits (Robert M, 1994). On the other hand, there is struggle in measuring the environment, security, privacy and quality of service. Security issues are threats that should be avoided by increasing technological awareness because the attackers are become more refined through take advantage of weaknesses to prepare for new attacks. E-commerce companies must be aware of the threats and follow the security and privacy policies, the application of digital signature, and encryption procedures (Eamonn O, 2012).

The e-commerce models be different from each other since they have definite features in terms of competition, customers' needs and quality of services provided. This variance causes the difference in the total quality management processes amongst electronic markets. The presence of different models of e-commerce makes the implementation of total quality management a difficult process (David C, 2001).

Project Management Failures and Factors research work stated that projects are trapping through which development policies and programs are translated into practice, many sectors development projects implemented usually take more time, require additional budget and customers complied about quality of project outputs (Feyisa 2014). The role of quality management in online marketing project is not an isolated activity, but integrated with all the operational and managerial processes of the company. It is accomplished through an integrated effort between all levels of a company to increase customer's satisfaction by continuously improving current performance. In order to control quality management in online marketing projects tools and techniques were identified as part of the implementation process, including, benefit/cost analysis, flow-charting, quality audits, inspection, control charts, and trend analysis.

Since online marketing is becoming the most popular strategy for developing the marketing industrynow a day's. Many researches have been done to identify and explore the means towards fast and sustainable development. Now, it is recognized by most of the stakeholders that quality related problems are the uncertain blocks for the majority of the trades. Furthermore, quality related problems were apparent in all the sectors. (Birhanu & Daniel 2013), the effectiveness of the online marketing project depends on the overcoming the difficulty and achieve its goal. In

order for this project to be successful quality should properly be managed using different tools and techniques.

Therefore, based on what has been done in other contexts, Ethiopia and practical gaps are observed in the online marketing indicated above this work aims to assess project quality management practices and causes of quality problems with special focus on Hello Market online market project. The limitation of full practice regarding to QM is resulted the online marketing projects to become more and more technically complex and logistically challenging. This could definitely lead the project activities to operate under some level of uncertainty and make the projects implementation liable to all sorts of external influence and unexpected events.

This study is important to the companies to know the level of their implementation of quality management practice, to identify their gap and to understand challenges and what to do in the future.

If this research would have not be conducted and shows the existing gaps, the problem in the area would be left unanswered for a while. The findings of this study are also expected to guide them and show proper direction on how they can successfully practice the implementation of quality management in their overall activities. Therefore, this study examined to what extent that the quality management practices is conducted to online marketing project and to identify difficulties in applying quality management in Online Marketing also recommend a solution.

1.4 Basic Research Questions

1) How quality management is practiced in relation to project management process in Hello market online marketing project?
2) What are the key factors challenging project quality implementation and management in the online marketing project?

1.5 Objective of the study

1.5.1 General Objective

The main objective of the study is to assess the Application Of Quality Management and it's Challenge In Online Marketing Project in Ethiopia: the case of Hello Market.

1.5.2 Specific Objectives

The specific objective of the research are to:

1) To assess the quality plaaning, assurance, control and improvement in relation to online marketing project.

2) Identify the major challenges of quality management practice in online marketing projects.

1.6 Scope and Limitation

1.6.1 Scope

This study is limited to quality management practices and challenges of quality management practice in online marketing projects limited to Hello Market online marketing project in Ethiopia. Generally, with in the last three years (2019 -2021).

This study is also limited to project managers and direct participant on the project while actors in project implementation and owners are also part of the project.These participants are selected as they are the one who are responsible for managing, monitoring and controlling the project activities.

1.6.2 Limitation

➢ The study was conducted relating to quality management application on an online marketing project, so the result gathered here will only applicable for online marketing projects.

➢ Questionnaires and interview method is used for data collection

➢ The major limitations of this study will be resource constraint including time, the current situation of the busy work environment of the.

1.7 Significance of the Study

The study discoveries are a relevant input to the quality management practice of online marketing projects, where they can use the result of the work to improve the quality related problems in the projects. The study also serve as a starting point towards further studies in the area of quality management practice in project performance. Furthermore, the study contribute to

the development of the devotee and complements to the project management body of knowledge by providing supplementary experiences in Ethiopian online marketing project context.

1.8 Organization of the Study

The remainder of this study is organized into four sections. The second chapter is to review of the research in different areas of quality management practices related to this study. This includes different definitions of quality and quality management, project knowledge areas. The third section is to explain the research methodology and design that is going to be used to carry out this research. The chapter starts with the research design the reason why choosing research design, population, types of data collection, procedures of data collection, and describe methods of data analysis.

CHAPTER TWO: LITERATURE REVIEW

2.1. Theoretical Literature Review

2.1.1. Quality

Quality movement and managing quality has always been one of the major welfares ofmanagement theorists. Over years, quality movement extended its content and had rapidly adopted by countless organizations whether they are public or private ranging across manufacturing and service sectors (Cardy R.L., Sutton C.L., Carson K.P., Dobbins G.H., 1998). The fundamental reason is that the quality management is used in all areas of a company from start to end in other terms from the product form that are manufactured until the customer services provided after sales and helps to determine a company's success in a number of ways. From a modest business environments, since quality management can be definite as the "process of controlling, confirming and improving quality; both in business operations and efficiency", advantages that are provided by quality management cannot be ignored.

Previous work has established QM as an important functional area owing to a recognition that it is the key to an organization's long-term success (Sousa & Voss, 2002). Quality Mangement is typically considered as a set of core principles and related practices focused on designing, controlling, and continually improving cross-functional processes to fulfill the needs of various stakeholders (Snell & Dean, 1992), it aims to explore and understand how the QM function contributes to an organization's digital transformation.

Recent pragmaticindication suggests that important challenges for QM story outside its traditional domain (Eriksson et al., 2016). The QM function has a strong potential for supporting an organization's digitalization initiative because it is increasingly involved in strategic-level activities (PYX4, 2017; Elg, Gremyr, Hellström, &Witell, 2011), it has the capacity to support exploitation and exploration practices (Zhang, Linderman, & Schroeder, 2012) and it boasts significant expertise in driving and managing change (Camison& de lasPeñas, 2010).

Moreover, scholars broadly agree that a key role of QM is to drive and manage organizational change. The implementation of a QM programmer, regardless of their goals (e.g. improve

control or improve learning), typically brings about significant changes in organizations (Dervitsiotis, 1998; Almaraz, 1994).

Drawing on management theory (March, 1991), Sitkin et al. (1994) argue that QM practices can take a control orientation (i.e. exploitation) and learning orientation (i.e. exploration). One the one hand, a quality exploitation orientation contributes to structuring, controlling, and improving existing processes.

Quality has been considered by many writers as something that relates to the outcomes of an ongoing improvement that contains services, products, processes and people to fulfill customer prospects and customer satisfaction. Formal writing on the concept of quality can be found from quality gurus such as Deming (1986), Crosby (1979), Feigernbaum (1991) and Ishikawa (1985). According to Shen Quality as satisfying or exceeding customers' requirements and expectations, and consequently to some extent it is the customer who eventually judges the quality of a product (Shen, 2000). Moreover, Crosy who is one of the major contributors to quality improvements has four components of absolute quality these are; conformance to requirements, prevention, and performance standard is "zero defects" and measured by the cost of nonconformance (Kerzer, 2003).

Furthermore, the ISO 9000 define quality as "the totality of feature and characteristics of a product or service that bears on its ability to satisfy stated or implied needs" (Abdulaziz, 1999). Additionally Wysocki identified two natures of quality as part of every project; the first is *product quality* which refers to the quality of the deliverable from the project. The second type of quality is *process quality*, which is the quality of the project management process itself. The future mainly focus on how well the project management process works and how can it be improved (Wysocki, 2003).

Moreover, he defined projects with the following constraints: scope, cost, time, resources, quality and risk. Excluding risk these constraints are connected, a change in one constriction will affect at least another constraint. The scope triangle clearly clarify variables of the project and there interdependence. Similarly PMI shows project quality through the concept of the triple constraint—project scope, time and cost. Project quality is affected by balancing these three

interrelated factors. "The connection among these factors is such that if any one of the three factors changes, at least one other factor is likely to be affected" (PMBOK, 2004). The following scope triangle clearly illustrate variables of the project and there interdependence.

Quality must be viewed on an equal level with scope, schedule, and budget. If a project donor is not satisfied with the quality of how the project is delivering the outcomes, the project team will need to make adjustments to scope, schedule, and budget to satisfy the donor's needs and expectations. To deliver the project scope on time and on a budget is not enough, to achieve stakeholder satisfaction the project must develop a good working relationship with all stakeholders and understand their stated or implied needs.

Figure 2.1.1:*Triple Constraint or "iron triangle."*

Source: Effective project Management, 2014

2.1.2 Project Quality Management

Project quality management is the process through which quality is managed and maintained throughout a project. While the context may suggest that "quality" means "perfection," in this case, is usually more about confirming quality consistency throughout a project. However, what is exactly meant by "quality" is beholden to what the customer or stakeholder needs from the project, and therefore can be different on a per-project basis.

Project Quality Management (PQM) has been defined as a "philosophy or an approach to management" made up of a "set of mutually reinforcing principles, each of which is supported by a set of practices and techniques" (Dean and Bowen, 1994). PQM characterizes one of the most significant research themes in operations management. Today (Quality Management) QM is a widely acknowledged organizational goal for several companies (Nair, 2006). With the remarkable growth of literature in both academic and practitioner concerned outlets, the term QM has been diluted to mean different things and the scope of activities underlying QM lack consensus (Watson and Korukonda, 1995).

Project quality management implies the ability to anticipate situations and prepare actions that will help bring the desired outcomes. The goal is the prevention of defects through the creation of actions that will ensure that the project team understands what is defined as quality. The main principle of project quality management is to ensure the project will meet or exceed stakeholder's needs and expectations. The project team must develop a good relationship with key stakeholders, especially the donor and the beneficiaries of the project, to understand what quality means to them. One of the causes for poor project evaluations is the project focuses only on meeting the written requirements for the main outputs and ignores other stakeholder needs and expectations for the project. Project quality management need to address both the management of the project and the product of the project. Failure to meet quality requirements in either dimension can have serious negative consequences for any or all of the project stakeholders. For example:

- ➢ Meeting customer requirements by overworking the project team may produce negative consequences in the form of increased employee turnover.
- ➢ Meeting project schedule objectives by rushing planned quality inspections may produce negative consequences when errors go undetected.

Wysocki in his effective project management book states that: A sound quality management programs with processes in place that monitor the work in a project is a good investment. It is not only contributes to customer satisfaction but also it helps organizations use their resources more effectively and efficiently by reducing waste and rework. He further described "Quality

management is one area that should not be compromised. The payoff is a higher probability of successfully completing the project and satisfying the customer" (Wysocki, 2014:8).

Crawford also agrees that the overall aim of quality management is to satisfy the customer, ensure fitness for purpose, conform to requirements, and to ensure the product for use. Project model aspects quality management as a set of activities or tasks that are required to guarantee the project satisfies all the needs for which it was assumed based on documented in the state of work and includes a focus on quality management from the perspective of product, processes, and the people needed to make quality an effective and efficient aspect of successful project completion (Crawford, 2002).

PMBOK Guide clarifies that "Project Quality Management includes the processes and activities of the performing organization that control quality policies, objectives and tasks so that the project will satisfy the requirements for which it was undertaken. It implements the quality management system through policy and procedures with continuous process improvement activities conducted throughout, as appropriate" (PMBOK, 2008:189).

Besides, the PMI's PMBOK states that project quality management includes identifying all the quality standards applicable for the project and plans how to satisfy them, evaluating the project to ensure that the relevant quality standards will be met, monitoring to associate with the relevant quality standards, and to correct the product and the processes.

2.1.2.1 Principles of Quality and Quality Management

Kodak identified five principles of quality these are leadership, customer focus, analytical approach, teamwork and continuous improvement which is the center of his principle(Harold K, 2003).

In addition according to Evans and Lindsay Quality Management is based on three fundamental principles (Evans and Lindsay, 2008) cited in Sabah (2011); these are:

i. Focus on customer and stakeholders;
ii. Participation and teamwork by everyone in the organization;
iii. A process focus supported by continuous improvement and learning.

2.1.3Theories of project quality management

Scott and Cole (2000) claim that the quality effort is not readily linked to a well-recognized, clearly specified set of ideas and practices but, rather, appears as a loosely coupled collection of orientations and practices. We disagree with this judgment. The influential authors on quality have presented important theoretical and philosophical starting points for quality. Unfortunately, those starting points fall outside the usual standards of management academics, and they have failed to spot them. It is thus deserved to ask from where the theoretical and philosophical ideas of quality management can be found. We contend that there are three promising places:

➢ First, quality is usually, although not always, related to man-made artifacts that have been designed and produced. Thus, it seems natural to expect that the concept of quality is related to or embedded in concepts and theories of production.

➢ Second, for maintaining and improving quality, information, and knowledge is needed. From where should that be acquired? The discipline in studying such matters has traditionally been called epistemology. So, it can be expected that the concept of quality would entail epistemological considerations.

➢ Third, for perceiving and acting for the sake of quality, a conception of what is out there in the world is needed. The discipline in studying such matters is ontology. It can be expected that the concept of quality would require ontological considerations.

2.1.3.1 ISO standard

The Quality Management System (QMS) ISO 9000: 2001 is defined as the ability to set the essential features of a product, system, or process to meet the requirements of customers and stakeholders. The successful process of the organization can be achieved only if it is managed and operated in a systematic way. It is certain that the most important characteristic series of standards, the JUS ISO 9000: 2000, represents the connection of 8 quality management principles as follows:

➢ Customer focus (because the organization depends on the user and you need to understand current and future customer needs and strive to provide more than what users expect);

- Leadership (because leaders establish unity of purpose and direction of the organization, i.e. they are the ones who create and maintain the internal environment in which the staff is able to fully participate in achieving the goals of the organization);

- The inclusion of staff (the inclusion of staff at all levels makes it an essential part of an organization and their full involvement enables the use of the available capacity for the benefit of the organization);

- Process approach (because the desired result can be more effectively implemented if the management of activities and related resources, as a process);

- System approach in management (since the identification and understanding of a system of interrelated processes contributes to the management team is able to more effectively and efficiently achieve the objectives of the organization in the field);

- Continuous improvement (for constant improvement in the overall performance of the organization it should represent its permanent objective);

- Decision-making based on facts (because effective decisions are based on analysis of data and information);

- Mutually beneficial relationships with suppliers (because the organization and its suppliers are independent, but also mutually beneficial relationship enhances the ability of both to achieve value).

2.1.4 Application of quality management

Quality is "the totality of characteristics of an entity that bear on its ability to satisfy stated or implied needs". A critical aspect of quality management in the project context is the necessity to turn implied needs into stated needs through project scope management According to the standard ISO 10006 quality management project consists of analysis and evaluation of progress including:

- Planning for the evaluation of progress - the establishment of the system of reference, specifying the purpose, requirements, and processes the output elements for each assessment

- Assessment of progress

- Output elements of the evaluation (reporting the results of the project to the objectives of the project)

Quality objectives

Based on the quality policy of the organization and the needs of consumers, the general manager of the organization establishes overall objectives in the field of quality and how to achieve them:Customer Requirement Customer satisfaction.

Continual Improvement of the quality management system

> ➢ Increased effectiveness;
> ➢ Increasing market share;
> ➢ Increase customer satisfaction;
> ➢ Improving communication in the Organization;
> ➢ Increasing the quality of products and services to meet customers' requirements as well;
> ➢ Increasing confidence in its own forces;
> ➢ Reduce costs.

Quality objectives are complementary to other objectives of the Organization:

> ➢ Market share;
> ➢ Finance;
> ➢ Profit;
> ➢ Environment;
> ➢ Social issues.

Quality objectives include;

A) - *tactical objectives - which leaves the needs and requirements*;

B) – *Strategic objectives -* that represents a quantitative target expressed in connection with what has decided to carry out the company.

2.1.5 Project Quality Management Processes

Project management consists of four main processes:

> ➢ Quality Planning

- ➢ Quality Assurance
- ➢ Quality Control
- ➢ Quality Improvements

The first step in the quality management is to define quality, the project manager and the team must identify what quality standards will be used in the project, it will look at what the donor, beneficiaries, the organization, and other key stakeholders to come up with a good definition of quality. In some instances, the organization or the area of specialization of the project (health, water, or education) may have some standard definitions of quality that can be used by the project.

Identifying quality standards is a key component of quality definition that will help identify the key characteristics that will govern project activities and ensure the beneficiaries and donor will accept the project outcomes.Quality management implies the ability to anticipate situations and prepare actions that will help bring the desired outcomes. The goal is the prevention of defects through the creation of actions that will ensure that the project team understands what is defined as quality.

2.1.5.1Process included in quality management

As mentioned in the PMBOK, Project quality management processes give an indication of the processes of: Plan Quality Management, Perform Quality Assurance, and Control Quality.

Figure 2.2.5:*Project Quality Management Process*

Source: Managing Project Quality - Free eBook in PDF Format

2.1.5.1.1Quality planning

Quality Planning identify the standards which are relevant to the project how to assure the standards are achieved. This is a key process of the planning process group. Identify which standards are relevant to the project and how to satisfy them.

Harris and McCaffer, (2001) defined quality planning as a set of activities whose purpose is to define quality system policies, objectives, and requirements, and to explain how these policies will be applied, achieved, and how these requirements will be met. Following to this definition, Construe, (2003) stressed that quality plan is different from a test plan. The study continued that quality plan defines the quality goals, is realistic about where defects come from, Selects appropriate finding and prevention methods, and has means not to "go dark" (Construx, 2003).

As per project management for development (PMD4), the first step in quality management is to define quality which is under taken by the project manager and the team to identify what quality standards will be in the project from perspectives of key stakeholders of the project depending upon the area of specialization of the projects for instance health may have some standard definitions of quality that can be used by the project.

The Project Management Book of Knowledge "PMBOK" also defined quality planning as the process for "identifying which quality standards are relevant to a project and determining how to satisfy them": In other words, it means planning how to fulfill process and product (deliverable) quality requirements: "Quality is the degree to which a set of inherent characteristics fulfill requirements". By planning the quality one has to respect some principles, and these are:

- ➤ Prevention over inspection: It's better to avoid mistakes than to inspect the result and repair the defects.
- ➤ Management responsibility: Costs of quality must be approved by the management.
- ➤ Customer satisfaction comes first: Quality is defined by the requirements of the customer
- ➤ Continuous improvement: Becoming better is an iteratively structured process.

2.1.5.1.2 Quality assurance

It is the execution of the quality activities during project execution, evaluation of overall project performance to ensure the project satisfies the relevant quality standard.

Harris and McCaffer, (2001) defined quality assurance as a set of activities whose purpose is to demonstrate that an entity meets all quality requirements. Quality assurance activities are carried out in order to inspire the confidence of both customers and managers, confidence that all quality requirements are being met. Moreover, the main objective of quality assurance measures in information processes is to fulfill a required quality level (Harris andMcCaffer, 2001).

It declares the existence and effectiveness of process and procedures tools, and protections are in place to make sure that the predicted levels of quality will be reached to produce quality outputs. Then, quality assurance occurs during the implementation stage of the project and includes the evaluation of the whole performance of the project on a regular basis to provide self-confidence that the project will fulfill the quality standards defined by the project. In general quality assurance is a process to provide confirmation based on indication to ensure to the donor, beneficiaries, organization management and other stakeholders that product meet needs, expectations, and other requirements.

2.1.5.1.3 Quality control

Quality control is the monitoring deliverability to evaluate whether they comply with the project's quality standards to identify how to permanently remove the causes of unsatisfactory performance.

The aim of quality control is to improve quality and involves monitoring the project outcome to determine if they achieve the quality standards or definitions based on the project stakeholder's expectations. Quality control is techniques that compare actual quality performance with goals and define appropriate action in response to a shortfall. It is the process that monitors specific project results to regulate if they fulfill with appropriate standards and identifies different methods to remove the causes for the unacceptable performance. Quality control also includes how the project performs in its efforts to manage scope, budget and schedule (PDEM, 2014).

According to Harold (2003) a good quality control system will; "Select what to control, set standards that provide the basis for decisions regarding possible corrective action, establish the measurement methods used, compare the actual results to the quality standards, act to bring nonconforming processes and material back to the standard based on the information collected, monitor and calibrate measuring devices and include detailed documentation for all processes" (Harold, 2003: 796). Similarly Juran quality control relies on five basics: a clear definition of quality; a target, a clear goal; a sensor, a way to measure actual performance; a way to interpret the measurement and compare with the target; and a way to take action, to adjust the process if necessary(Juran, 1999).

The PMBOK refers to quality control as the technical aspect of quality management. Project team members who have specific technical expertise on the various aspects of the project play an active role in quality control. They set up the technical processes and procedures that guarantee that each step of the project provides a quality output from design and development through implementation and maintenance. Each step's output must conform to the overall quality standards and quality plans, thus ensuring that quality is achieved (PMI, 2008).

Moreover, Investopedia explains as cited by Agbenyega 'Quality Control' as a procedure through which a business pursues to ensure that product quality is maintained or improved and manufacturing errors are reduced or eliminated. Quality control requires the business to create an environment in which both management and employees struggle for perfection. This is done by training personnel, creating benchmarks for product quality, and testing products to check for statistically significant variations. A major aspect of quality control is the establishment of well-defined controls (Agbenyega, 2014).

2.1.5.1.4 Quality Improvement
Quality improvement discusses to the application of methods and tools to close the gap between current and predictable levels of quality by considering and lecturing system lacks and strengths to increase, or in some cases, re-design project processes. These methods vary in terms of time, resources, and complexity, but share the four steps in quality improvement: identify, analyze, develop and test.

In general, quality improvement is the methodical line to the processes of work that looks to remove waste, loss, revise, frustration, etc. in order to make the processes of work more effective, efficient, and appropriate. According Walter A. Shewhart who was the developer of control charts and the continuous cycle of process improvement which was popularized by Deming who was a disciple of Shewhart, popularized the Shewhart Cycle as the Plan-Do-Check-Act (PDCA) cycle.

Figure 2.3:*The Deming cycle for Improvement*
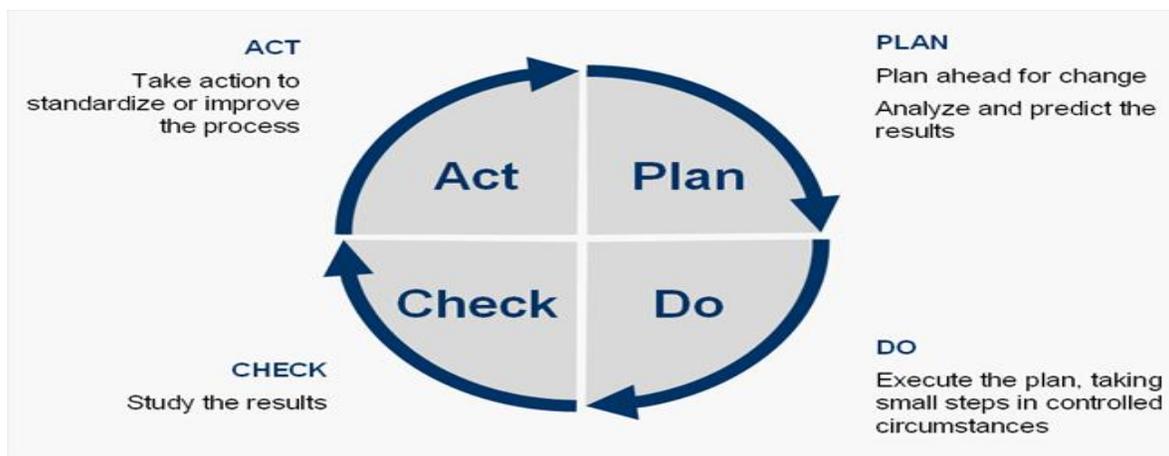
Source: *Huemann, M, Improving Quality in Projects and Programs, Chapter 37 in Morris P.W. and*

Pinto. J.K. (eds), The Wiley Guide to Managing Projects, Wiley & Sons, 2004

2.1.1.6Facters affecting quality

Turner (2000) on his part defined good quality in the framework of projects and programs as being to meet the customer requirement, meet the specifications, solve the problem, fit the purpose and satisfy the customer in this case the community who are served by the project. Most of the scholars agree that project quality in construction sector is affected by various internal and external factors.

Lepartobiko (2012) also stated that quality can be assured by identifying and eliminating the factors that cause poor project performance. Jha&Jha (2006) found that the project manager's competence and top management support are found to contribute significantly in enhancing the quality performance of a construction project. Lack of contractor experienced topped the quality related cause of project failure.

2.1.6 Challenges of application of TQM

According to Monika & Deepika (2013) Companies are constantly moving ahead towards improving the quality of overall activities so as to prosper and serve the market in a better way. But still there are challenges that halt the purpose of quality management:

1. **Constraints imposed by quality culture:** The lack of genuine quality culture poses threats in terms of resistance to change as it is reluctant to accept the techniques that makes a variation in its present style of working.

2. **Autocratic style of leadership**:If autocratic style of leadership is adopted by the top management, it creates an environment of fear. Because of which employees may not contribute their 1oo% which degrades their productivity ultimately affecting the quality.

3. **Improper Channel of communication:** For getting the lucrative results of the plans it is necessary that all the information flow in the organization at right time and in right manner. But loop holes in the communication channel act as a barrier in achieving the quality results.

4. **Quality certifications-viewed as beaurocratic exercise:** Some companies treat quality certification as beaurocratic exercise that enables them to conform to the client requirements or contractual obligations and getting competitive edge in the market.

5. **Problems in identifying customer needs:** Companies often fail in identifying the needs of customers may be because of inaccurate data, improper survey, and wrong interpretation of facts etc. This may result in supply of unwanted product to the customer and hence defeat the mainobjective that is customer satisfaction.

2.2. Empirical Review of Literature

The empirical literature provides empirical evidences of quality management practices in online marketing (digital marketing) project. Nowadays for resolving quality problems and to meet the desires of the customer, companies have adopted QMS in their activities. Hence, this section is concerned with other studies conducted on in similar discipline.

From the earlier empirical studies conducted in the QM area one is by (Saraph et al., 1989) have used data found from 162 managers of 20 manufacturing and service industries collected in the region of USA to classify the CSFs of TQM. They identified eight factors: top management leadership, product design, training, role of quality department, supplier quality management, process management, quality data reposting, and employee relations.

For empirical review purpose this study selected the study conducted by (Tolga Şen, 2008), which focuses on quality management practices in e-commerce firm. The study concentrated on solving the possible obstacles, which are to be the main measures to be taken, namely: management commitment, employee involvement, communication between managers and employees, detailed and logical work program, lack of training and education of team members and review and analysis. The other study conducted by Amjad, Azrilha & Amani, who identified the lack of supervision, proper equipment and material available for customer, supplemental services, security, communication and problem with undefined customer need are some of the challenges to the fulfillment of project quality (Amjad, Azrilha & Amani, 2016)

The research conducted on An Integrative Approach to Assessment of E-Commerce Quality by Barnes & Vidgen, is also be considered for empirical review of this study. This study researcher explores the introduction of the practices of quality management, management commitment in quality management, and quality management implementation problems in E-commerce projects in the context of e-commerce industry. The findings of the study indicate that the state of quality management in e-commerce projects needs to be strengthened and there are problems in relation to quality management implementation that require attention.

The recognized problems by the academics are more or less similar even though there is dissimilarity due to their practical context of the projects. Hence, these variables are also well-thought-out in my study to consider in the context of online marketing projects.

2.3. Conceptual Framework of the study

The conceptual framework of the study is first assessing the Limitations of Project quality management process and then examination of major areas of project quality factors and management challenges follows. The following figure shows the details of the conceptual framework:

Figure 2.4: *Conceptualferamwork*

Project Quality Management Practice

Quality Management Process
- Quality planning
- Quality Assurance
- Quality Control
- Quality Improvement

Quality Management Factors
- Qualified and experienced personnel
- Quality of materials and equipment sold online
- Quality assurance training and follow up
- Top management support
- Contract documents
- Co-operation of suppliers

Quality Management Challenges
- Inadequate management support
- Lack of quality management policy and strategy
- Inefficient quality management
- Lack of regular supervision
- Unwillingness of project staff to accept the quality management system
- Lack of quality assurance team leading the process
- Lack of effective communication
- Increase of cost
- Unrealistic deadline on delivery

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Approach and Design

This chapter presents the activities and procedures that were undertake in collecting data for the research work. It provides full details of how data are collected and procedures for this research work. In the other words, this part discusses the methodology of the study. It clarifies the research design, sample size determination and sampling techniques, data sources, data collection tools used validity and reliability test; describe how data collected from the research were analyzed and ethical thoughts.

3.1.1 Research Design

In light of the objectives, this study the chosen and working descriptive research method which qualifies and makes use of qualitative data since the method enables to easily be an instrument to analyze, present and describe the context also to explain the assessment of quality management practices.

3.1.2 Research Approach of the Study

The study were employed descriptive research methods under qualitative method since the method enables to easily be an instrument to tabulates, analyses and describe the context. While describing the collected data use the visual aids such as graphs and charts are used so as to make the reader understand the data.

3.2 Population and Sampling Techniques

To select the respondents for the questionnaire a purposive sampling technique was engaged. This sampling method is chosen because it allows the researcher to focus on a limited number of informants that were selected purposively from Hello market projects based on nearness to get the essential information to carry out the study in order to get best insight. The respondents were thirty (30) in number and selected based on their experience, information and area of work they have on project implementation and management challenges in their respective organization in relation to Hello market online projects in Belcash technology solution Ethiopia.

3.3. Types of Data and Tools

For the successful project quality management almost all member of participant on the project are responsible since they are involved directly or indirectly in the process. But due to limited time the sample is limited to ongoing activities of the hello market project.

The study used both primary and secondary data. To get sufficient and relevant data that supports to address specific research issues in this case the quality management practices, data were collected from primary sources. The primary sources of data were employees (professionals) on the Hello market project.

Questioners were distributed onlinein the case of COVID19 vires and interview was conducted with concerned participants of project. The predetermined questions were field by employees involved in project work includes the technical experts, support staff, top-level management, director f the project and user customers.

In this study a descriptive survey method was used to measure the characteristics described in the research question. In connection with the application of descriptive survey method, it was stated that this method is a method of investigation which attempts to describe and interpret what exists at present in the form of conditions, practice, process, trends, effects, attitudes, beliefs, etc. (Crosswell & Plano Clark, 2011).The questionnaire developed were given to the respondents to be filled and picked from their respective offices.

The researcher checked the validity of questioners developed for this study. Before distributing the final questionnaires to the respondents, it was be checked and commented by friends and project personnel of the researcher and pilots done to check the valid. The final version of the questioners was distributed after incorporating all the comments and feedbacks obtained from different professionals.

3.4. Data collection Methods

A case study were one of the primary data collection systems, involving the use of standardized questionnaires or interviews to collect data about people and their preferences, opinions, and behaviors in an efficient way. The main instruments used in this research consist of closed-ended questionnaires, open-ended, and interviews. These different ways of gathering information add-

on each other and increase the reliability and strength of the data. In this study, the quantitative data were achieved over interviews and closed-ended questionnaires. The primary data were collected through questionnaires and interviews and the objects of the questionnaire develop based on the research objects and research questions.

3.4.1 Questionnaire

The questionnaires were prepared and distribute to the target population which was mentioned previously and the questionnaire were designed as per on PMBOK knowledge areas challenges and benefits. Thus, the questionnaire contain 27 questions in three categories. The first section was relates to the respondent's information. The second section deal with the general quality management aspect, while the third section deal with quality Knowledge Areas.

3.4.2. Interview

Interview was used for the sake of assembling right information from the target populations who have knowledge about the studied phenomenon; otherwise there is a risk that the interviews will not fulfill the purpose of the thesis. The choice of respondents for the interview has been selected from the people who were involved in managing, implementing the project. Being part of the implementation process would be able to give details of the information which is relevant for this study. The selection of the respondents in this research is made based on their roles, expertise, and experience involved in the quality implementation process in order to achieve the purpose of the study.

3.5 Methods of Data Analysis

After collecting all required data using the above mentioned instruments from the identified sources, qualitative methods of data analyses were applied. The data obtained from the questionnaire respondents used to assess the quality management practices and challenges was analyzed using SPSS (Version 20). After organizing, coding, and defining variables, responses of the cases were entered into the software. Then for analysis, both descriptive and inferential statistical methods were used. And results were presented using tables and figures.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1Introduction

This chapter of the study contributions converses and result that the data composed to answer the research questions derived from aims of the study set to achieve. The result of the survey was discussed by triangulating the different source results: questionnaire results and interview results.

The descriptive analysis was done in order to read raw data into useful information. Descriptive data was examined using incidences and percentages to find the views of the respondents on Application of Quality Management and it's Challenge in Online Marketing Project in Ethiopia: the case of Hello Market projects. The result of the analysis was alloted in tables and charts.

The procedure of data analysis involved first cleaning and editing to eliminate unrelated materials to the study. Data was then ordered in terms of the two objectives of the study. A description scheme was developed in the questioner and in the interview and data imputed into the Statistical Package for Social Scientists SPSS Survey Tips, SPSS Inc. (2008) for descriptive analysis.

Moreover, this chapter explains on the profile of the respondents and the surveyed projects, the general background of the projects. The study further recognized practices of quality management with particular Application of Quality Management and it's Challenge in Online Marketing Project in Ethiopia: the case of Hello Market projects, the factors that influences quality of projects. The latter section also evaluated the challenges to quality management on projects.

4.2. Response Rate

A total of 30 questionnaires were sent to the direct participant in project management team Hello market online marketing project and employees working on the project.

The respondents were experts who were purposively selected for this study. From all the two sectors the questioner straight focus on project staff involved at the management level of the Hello Market project that have full knowledge of the project to represent in filling questionnaires. After all the data has been collected, 28 questionnaires were answered out of the

targeted 30 questionnaires. In this case only 28 questionnaires were used in the analysis, which is 93.33% response in rate.

Table 4.2: Rate of Responses by Respondents

Questioner	Hello Market Project Management & Project Team	
	Respondent	**%**
Returned	28	93.33
Non- returned	2	6.67
Total	30	100

Source: Survey Result, 2020

In the study respondents were from the project side. They were categorized as direct participant on the project.

4.3. General Information of Respondents

4.3.1. Gender Composition

The demographic data shown in the figure below illustrate the distribution of respondents by gender. Participants were questioned to specify their gender by selecting the appropriate option provided (male or female). Accordingly the respondents were 17 female (56.6 %) and 13 (43.3 %) were male. This shows that the sample population was a little bit dominated bay female respondents.

Table 4.3.1. Sex of the Respondents

sex of respondent	Frequency	percent	Valid percent	Comulativepersent
Female	16	56.4	56.4	56.4
Male	12	43.4	43.4	99.8
Total	28	99.8	99.8	

Source: Survey Result, 2020

Chart 4.3.1 Gender Distribution of Respondents
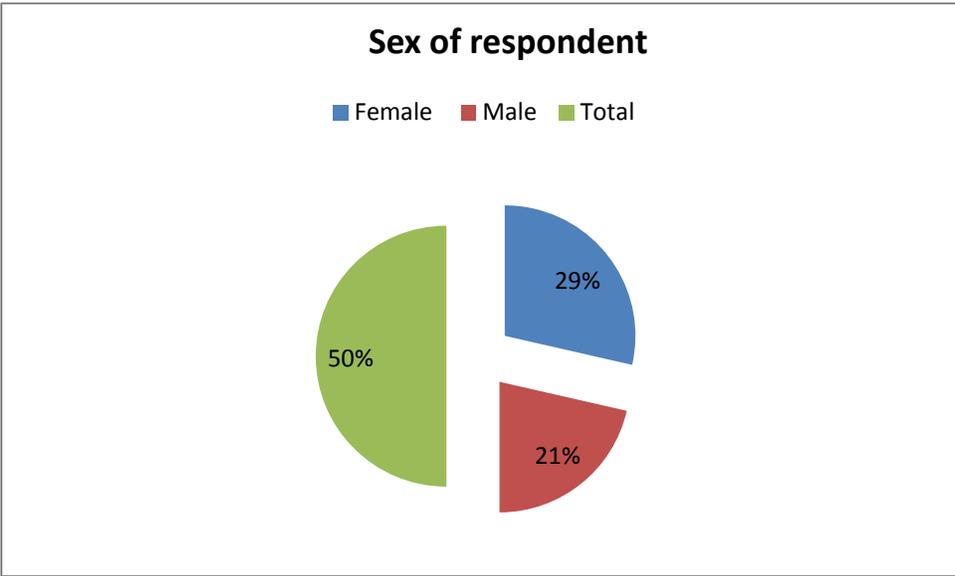
4.3.2. Educational Background

From the analysis on educational background of the respondents, it was found that only 2 respondents (7.14%) have College Diploma, 18 respondents (64.29%) are undergraduate degree, the rest 8 respondents (28.57%) have graduate degree /masters and above. This profile shows that majority of the respondents have undergraduate degree or first degree level.

Table 4.3.2: Educational Background of Respondents

Educational Background of respondant				
Title	**Frequence**	**percent**	**Valid percent**	**Comulativepersent**
collage diploma	2	7.14	7.14	7.14
bachelor degree	18	64.29	64.29	71.43
Masters or above	8	28.57	28.57	100
Total	28	100	100	

Source: Survey Result, 2020

4.3.3. Role and Experience of Respondents

Positions that respondents currently hold in the organizations are grouped into eight major categories, there is one project manager hold (3.57%), 2(7.14%) respondent hold position of director of Hello Market, 2(7.14%) respondent hold the position of senior administration, 4(14.27%) respondent hold the position of supervisor 1(3.57%) respondent hold the position of marketing & promotion manager, 4(14.27%) respondents from audit and finance team, 5(17.9%) respondent from call center and support team and 9(32.14%) respondent hold the position of executive sales.

Table 4.3.3: Position of Respondents

position of respondent	Frequence	percent	Valid percent	Comulativepersent
Project manager of HM	1	3.57	3.57	3.57
Director of HM	2	7.14	7.14	10.71
Senior administration	2	7.14	7.14	17.85
supervisor	4	14.27	14.27	32.12
Digital marketing manager	1	3.57	3.57	35.69
finance team	4	14.27	14.27	49.96
Call center % support team	5	17.9	17.9	67.86
excutive sales	9	32.14	32.14	100
Total	28	100	100	

Source: Survey Result, 2020

In addition, the study chose to reflect respondent's level of experience in the project area, which is spirited towards under demographic variables of employee and work experience on the project. 39.28% of the respondents have up to 5 years, 25% have 3-4 years, 21.42% of them have 2-3

years of experiences and only 14.27 % of the respondents have under two years of experience on the project.

4.4. Quality Management Planning Practices

4.4.1. Quality Policy

The questionnaire is whether there is formal quality policy at organizational level for online marketing project. Most of the respondents (57.14%) consider the quality policy available to follow up the quality of the projects and the remaining (42.85%) respond as not available.

Table 4.4.1: Quality Management policy status of Hello Market

Valid	Frequence	percent	Valid percent	Comulativepersent
Yes	16	57.14	57.14	57.14
No	12	42.86	42.86	100
Total	28	100	100	

Source: Survey Result, 2020

4.4.2. Quality Planning Process

According to the interview with Managing Department in Hello Market Online Marketing project, quality planning begins when the project implementation starts.

On the other hand the importance of quality planning was also quantified in the questioner. Most of the respondents were agreed to the importance of the quality management in the hello market project. In the same manner they were requested to rate the level of importance as, low, moderate, high and very high levels. As a result 12(42.85%) as very high, 9(32.14%) as high, 6(21.4%) as moderate, 1(3.57%) rate as low. This might show that widely held of the staff agree quality management is important in hello market.

4.4.3. Content of the Quality Plan

The first question is whether there is quality planning that the hello market online marketing content the standard. Therefore, the content of the quality plan is also part of the questioners distributed to respondents. Consequently, majority of the respondents discussed their opinion about the sated standard about online marketing project that they didn't know also are not sure that if there is a set quality standard for the online marketing projects.

Table 4.4.3 Content of the Quality Plan

Variable	Response	Count	Percent
Brief description of project	Yes	21	75
	No	7	25
List of contract documents and drawings	Yes	100	100
	No	0	
Project quality objectives	Yes	18	64.3
	No	10	35.7
organization chart	Yes	15	53.6
	No	13	46.4
Responsibilities and authorities of project staff	Yes	16	57
	No	12	43
list of quality procedures and work instructions applicable to project	Yes	12	43
	No	16	57
list of project-specific procedures, work instructions and inspection	Yes	17	60.7
	No	11	39.3
checklists, or target dates for their provision;	Yes	19	68
	No	9	32
Frequency of updating the quality plan.	Yes	10	35.7
	No	18	65.2

Source: Survey Result, 2020

Accordingly, the variable included in the quality plan of the organization are raked the top five variables as follows; list of contract documents and drawings has 100% agreed by all respondents this might be because of contract document is consider as quality policy manual as implementation guideline for the online projects, followed by brief description of project (75%) checklists, or target dates for their provision; (68%) ranked as third, project quality objective (64.3%) ranked fourth and list of project-specific procedures, work instructions and inspection (60.7%) are ranked fifth.

Unlike the literature which recommend the content of the quality plan as listed in the above table it may be indicate partially inclusion of the content and there is no separate document for quality plan for project but the respondents that the contract document as agreement includes of the contents of the quality plan for each project.

4.5. Quality Assurance Practices

This part of the study maintains the necessary measures for effective quality assurance practices in the Hello Market project. To do this, the respondents were presented with variables whether they consider it in their quality assurance of the project. These items are identified based on the other similar projects and accepting quality assurance in online marketing projects. As per the respondent the quality management practice is more of traditional QA practices, such as manual tests and regression tests and every step of QA is done manually.

Table 4.5 Quality Assurance Practice

Variable	Response	Count	Percent
purpose of the projects defined in the first instance	Yes	28	100%
	No	0	
Selects the appropriate quality system requirements for each contract	Yes	7	25
	No	21	75
Clearly specifies the quality system requirements	Yes	19	67.8
	No	9	32.2
Evaluates and selects suppliers on their ability to satisfy specified requirements	Yes	22	78.5
	No	6	21.5
Monitors the works and the implementation of the quality system	Yes	10	64.2
	No	18	35.8
Collects reviews and controls the quality records that the supplier is contracted to provide.	Yes	23	82.14
	No	5	17.86

Source: Survey Result, 2020

The above table present that 100% of the respondents said that purpose of the projects defined in the first instance, followed Collects reviews and controls the quality records that the supplier is contracted to provide (82.14%).

Table 4.5 also shows that 78.5% reported as Evaluates and selects suppliers on their ability to satisfy specified requirements, 67.8% clearly specifies the quality system requirements for each contract documents and (64.2%) percentage of respondents conform that monitors the works and the implementation of the quality system. The table further illustrates that while significant number of respondents (25%) reported selects the appropriate quality system requirements for each contract documents.

Existing literature indica1tes that a quality system is designed to provide an assurance to clients, which can be supported through documented records, that all contracts will be completed in accordance with the agreed time, cost and specification. However, the least influential factor in terms of the quality of projects undertaken by the survey was cooperation of stakeholder, top management support and quality assurance training and follow up.

4.6. Posible Factors Affecting Quality of Online Marketing Project in Hello Market

This section of the study assesses the factors that affect the quality of online marketing project in hello market surveyed based on the literature reviewed of factors affecting quality.

Since all the respondent are participant on the project directly it is easy for them to observe all the factors affecting the project directly, for this reason responded were asked to rank from 'great influence' (5) to 'very less influence' (1) on the bases of their influence on the quality of Helloo Market online marketing project.The result of the responses is presented in the table below:

**Table 4.6: Factors Affecting Quality of Projects**

Quality factors	respondent no.	Strongly Agree	Agree	Moderately Agree	less	very less
Qualified and experienced personnel	28	9(32.14%)	6(21.42%)	7(25%)	4(14.28%)	2(7.14%)
Quality of materials and equipments sold online	28	13(46.42%)	7(25%)	4(14.28%)	1(3.57%)	3(10.71%)
Quality assurance training and follow up	28	5(17.85%)	4(14.28%)	8(28.57%)	6(21.42%)	5(17.85%)
Top management support	28	6(21.42%)	11(39.28%)	5(17.85%)	4(14.28%)	2(7.14%)
Contract documents	28	13(46.42%)	8(28.57%)	7(25%)	0	0
Co-operation of suppliers	28	15(53.57%)	9(32.14%)	4(14.28%)	0	0

Source: Survey Result, 2020

Existing literature indict that a quality system is designed to provide an assurance to the organization, which can be supported through documented records, that all suppliers will be completed in accordance with the agreed time, cost and specification.

However, the least influential factor in terms of the quality of projects undertaken by the survey was cooperation of stakeholder, top management support and quality assurance training and follow up.

Chart 4.6 Factor affecting respondent
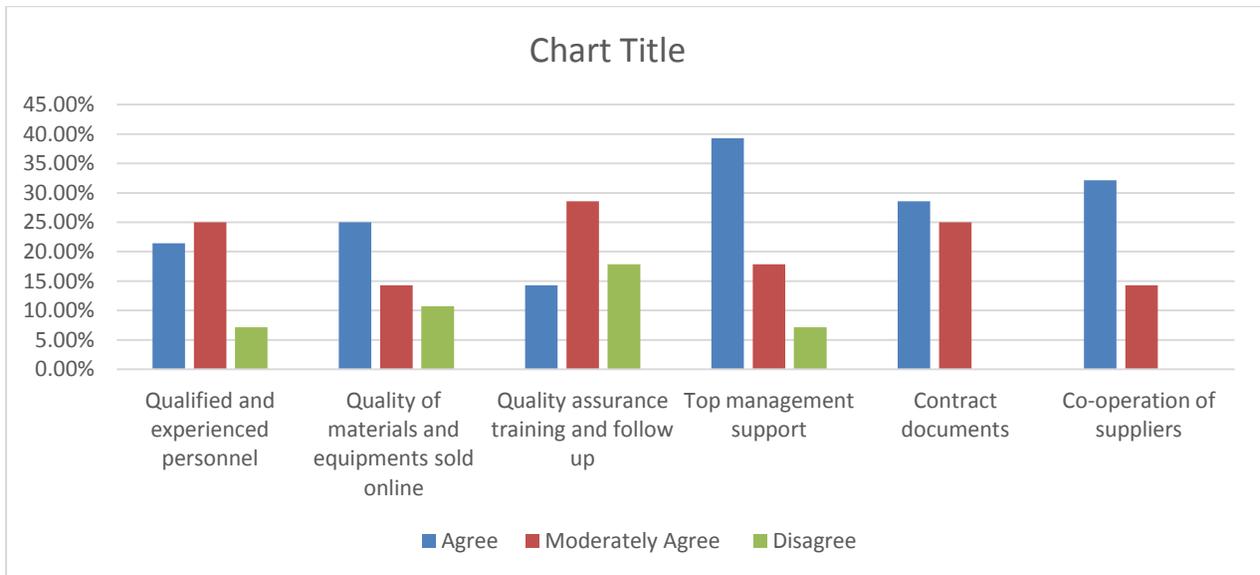
4.7. Problems in Project Quality Management

The respondents were requested if they face problems as underlined in the literatures for the application of quality management is concerned. List of problems was as shown in Table 4.7. As for the problem which was not discussed in the literatures also identified by respondents and details for the feedbacks from the respondents are showed below;

Table 4.7 Problems and challenge to Project Quality

Problems&Chalengs	respondent no.	Very High(5)	High(4)	Midium(3)	Low(2)	very low(1)
In adequate management support	28	13(46.42%)	9(32.14%)	4(14.28%)	1(3.57%)	1(3.57%)
Lack of quality management policy and strategy	28	7(25%)	13(46.42%)	4(14.28%)	3(10.71%)	1(3.57%)

Inefficient Quality management	28	0	0	4(14.28%)	9(32.14%)	15(53.57%)
Lack of regular supervision	28	0	0	7(25%)	8(28.57%)	13(46.42%)
Unwillingness of project staff to accept the quality management system	28	0	0	3(10.71%)	9(32.14%)	17(60.71%)
Lack of quality assurance team leading the process	28	0	1(3.57%)	4(14.28%)	10(35.71%)	13(46.42%)
Problems with Suplier	28	0	0	0	2(7.14%)	26(92.86%)
Lack of effective communication	28	0	0	1(3.57%)	1(3.57%)	26(92.86%)
Increase of cost	28	1(3.57%)	0	3(10.71%)	13(46.42%)	21(75%)
Unrealistic deadline on delivery	28	0	0	0	1(3.57%)	27(96.42%)

Source: Survey Result, 2020

From the above table, the first there major problems in the order of their rank were inadequate management support (46.42%), Lack of quality management policy and strategy (25%), and Increase of cost (3.57%), ranked 1st, 2nd and 3rd respectively. However least ranked three challenges to project quality in the Hello market project surveyed were lack of regular supervision, unwillingness of project staff to accept the quality management system and lack of quality assurance team leading ranked 4th, 5th, and 6th respectively. However, the remaining considered factors were found to be affect even if the degree varies since all the listed problems affect quality of the Hello Market online marketing project.

4.8. Quality Improvement Actions

For the question whether the project managers, directors and administration team take any action to resolve the problems related to quality management most of the respondents 16 (57.14%) agree and the rest 12(42.85%) not agree on the action taken by the management.

The previous lists some of the activities taken includes by lessons taken from earlier quality problems starting from document preparation concerning contract document prepare detailed requirements that suppliers has to fulfil, regular supervision, effective communication with

suppliers, regular proportion and ratios inspection by resident engineer, unrealistic deadline on delivery and lastly, respondents were asked to rate the level of the quality management of the organization in their points of view. The following table shows what the quality management practices of the organization look likes.

Table 4.8Extent of Quality Management Practice's

Valid	Frequency	Percent(%)	Valid Percent	Cumulative Percent
Improved	8	28.57	28.57	28.57
Maintained	13	46.43	46.43	75
Decreasing	5	17.85	17.85	92.85
Stopped	2	7.15	7.15	100
Total	28	100	100	

Source: Survey result, 2020

Thus near half (46.43%) of them propose it is maintained; (28.57%) considered as improved, (17.85%) of them it is decreasing and the remaning respondents (7.15%) as stopped. This may show that more than half of the respondents are not agree with the of quality management practice of the Hello market online marketing project is fragile.

Moreover, they also proposed area of improvement's for proper quality management qualified personnel as critical, attitude towards quality should be improved through awareness creation and regularly document other than contract agreement document of suppliers, price procurement policy has effect on compromising quality of project outputs in relation with this some of the respondents noted that the Quality Control Authority should give special emphasis for the quality of materials to be sold online has to meet customer needs and materials has to have same quality while order and delivery.

4.9. Discussion

In light of the data achieved the two data collection techniques (questionnaires and interviews), the following major ideas of considerations has been discussed as follows.

In this study, efforts were made to triangulate the reliability and contradiction of the results accomplished through the above mentioned data collection techniques. As specified below the data analysis section, in responding to the question concerning, how project quality planned and

implemented, the result has shown somewhat reliable results since the plan is not prepared as separately rather the content of the plan are part of the project agreement document with suppliers. The result also indicated that there is none quality policy at organizational level. This finding somewhat seems reliable with some of the literature and various among variables.

There is no isolated Quality management policy separately in the Organization unlike in the literature most studies mention that to have separate quality policy in the organization which help as guiding principle to undertake the whole process of quality management. Kerezen(2003) described quality policy is instrumental in creating the organization's standing and quality image since it is statement of principles stating what throughout the organization and across the project. Also Tonnen(2002) identified that the main benefits of this method over conventional planning systems are that it combines strategic objectives with tactical daily management, covers all functions in a company and increases quality goals.

The result shows that the major problems identified were inadequate management support (46.42%) and Lack of quality management policy and strategy (25%), Increase cost (3.5%). Partial with the research done by Beshah (2014) stated in his Fish-bone diagram, the root causes of quality problems which contributed to weak quality management practices in Ethiopia are leadership problems, lack of policy and strategy, inefficient resources management, inefficient process management, lack of customer focus and weak business performance.

In addition to the problems which are similar with findings of other research most of the respondents and interview result showed that there are problems related with supplier's capacity with respect to demands, stock management issues are highly affect the quality of Hello Market online marketing project, unwilling of some supplier's to deliver materials to stock as per the specification on the agreement. They further stated that price escalation/high inflation in the price of materials time to time affects project quality in two adverse effects by affecting customer trust and satisfaction; and negatively affecting quality of project outputs as they reduce quality to compensate cost.

CHAPTER FIVE: SUMMARY, CONCLUSION &RECOMMENDATION

In this section the summary, conclusions and recommendation were resulting from the research findings. The main purpose of this study is to examine the practice and application of quality management system in Hello market online marketing project. The results of the questionnaire survey and discussion of the findings in link with the literature review.

5.1 Summery of the findings

Based on the result of the study finding shows that:

- ✓ Hello Market has no written quality policy but they use the project agreement as standards and guidelines.
- ✓ The general project planning process lacks formulating with direct participation of the project starting from planning phases their involvement is mostly at implementation, follow up and the controlling.
- ✓ Most of the respondents (57.14%) consider the quality policy available to follow up the quality of the projects and the remaining (42.85%) respond as not available separately.
- ✓ Most of the respondents were agreed to the importance of the quality management in the hello market project. As a result 12(42.85%) as very high, 9(32.14%) as high, 6(21.4%) as moderate, 1(3.57%) rate as low. This might show that widely held of the staff agree quality management is important in hello market.
- ✓ Majority of the respondents discussed their opinion about the sated standard about online marketing project that they didn't know also are not sure that if there is a set quality standard for the online marketing projects.
- ✓ For the question whether the project managers, directors and administration team take any action to resolve the problems related to quality management most of the respondents 16 (57.14%) agree and the rest 12(42.85%) not agree on the action taken by the management.
- ✓ Nearly half (46.43%) respondent propose it is maintained; (28.57%) considered as improved, (17.85%) of them it is decreasing and the remaining respondents (7.15%) as

stopped. This may show that more than half of the respondents are not agree with the improvement of quality management system while the Hello market online marketing project process.

In general there is no quality management policy in the online marketing project disparate this study recommend that to have quality policy in the online marketing project which help as controlling to start the whole process of application of quality management practice. But the hello market project put it as part of the project contract agreement document by specifying the required quality requirements.

5.2. Conclusion

The study evaluated the quality management practices of Hello Market online marketing project with the objectives set for this purpose were to the general objective of the research is to understand the concept of quality management on online marketing project, to assess the quality management practices, to analyze the role of quality management in an online marketing project, to assess the and major quality management challenges in the Hello Market as discussed in detail in the literature review part of this research. Effective project management increases the chance of successfully finalizing projects within time, cost and quality checks. Project quality management also supports the project to achieve project constraints such as customer satisfaction, and meeting the organizational goal of the project.

Project quality management is one of the nine core knowledge areas that project managers should be aware and for the successful management of projects the organization has to endure the quality management process. It involves estimating the planning process, quality assurance process, quality controlling process based on the organizational quality policy and procedure rather than only subject on project contract agreement as reference document.

Moreover, the project quality management is challenged by various factors mainly; insufficient management support, lack of quality management policy and strategy, lack of regular supervision for effective quality management in Hello Market project.

The next important measure is applying a complete quality control mechanism early from the planning phase and continuing into the end of the project implementation phases. Therefore, it

may be resolved that, enterprise complete quality management process by developing quality management policy supports to increase the quality management related problems listed and working on the factors that affect the quality of projects.

5.3. Recommendations

Based on the findings of study it is recommended that hello Market considers the following areas of project quality management in particular:

- ✓ Hello Market top management should work on recognizing the gaps which need their strong support and reinforce the quality focused activities since their supervision is significant for the success of the project.
- ✓ Quality management of online marketing projects requires suppliers partnership on the basis of their respective roles and responsibilities defined. Therefore, the Hello Market should strongly work on.
- ✓ The planning process needs improvements regarding to make the planning process participatory since the knowledge of the project team various on the contain, tools and techniques used in quality management to properly follow the projects they undertake in the project.
- ✓ Currently, there is no quality management policy document in the organization, the Hello Market is considering Suppliers agreement document as reference/basis for quality management, but there should be defined quality.
- ✓ The Hello Market should build capability of project staff on project quality management to use qualified and experienced staffs to follow up use of good quality of standard requirements.
- ✓ Allocate project quality management focal person is important to control overall quality of the projects by application project quality management skills and knowledge.
- ✓ Hello Market should focus to working on the challenges identified to improve the quality of the online marketing project and application of the knowledge area of the project quality management.
- ✓ Offer standard project management expertise and knowledge training with special focus on the quality management for project management staff at Hello Market.
- ✓ Quality Assurance authority should give attention to quality of materials.

- ✓ Hello Market to have separate quality management policy in order to assume complete project quality management process.
- ✓ Improve management involvement and capacity building on project management skills for effective implementation of online marketing project.

Therefore, the hello market can make usage of the results of this study to identify areas of developments in order to manage its projects quality as per the standards of other parallel projects which helps to manage the project in a more operative and effective manner.

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APPENDICES

Appendix : Questionnaire

<div align="center">

St.Mary's University
Project Management Department
M.A thesis on Project Management

</div>

Dear respondent,

The purpose of this questionnaire is to collect data on Assessment **of Quality Management Practices and it's challenge of Hello market Projects** conducted for partial fulfillment of Masters of Art in project Management.

Believing that your frank and genuine responses will contribute vastly to the quality of thefindings of this study, I would like to request you kindly to complete this questionnaire which will be kept confidentially for the study purpose.

I would like to express my heartfelt thanks in advance for taking part in this endeavor. BiruktawitFikru 09 20 44 40 05 or bluebuki@gmail.com.

Part I. General Profile

Please put a "√" mark to all your responses in the circle provided beside each statement.

1. **Gender**

    ☐ Male ☐ Female

2. Education background

    ☐ High School completed ☐ College diploma

    ☐ Bachelor degree ☐ Master's Degree or above

3. Which of the following best describes your role in the Hello Market project?

    ☐ Project Manager ☐ Administration team ☐ Support team

4. Total Work Experience

☐ Less than 5 years ☐ 6-10years ☐ 11-15 years ☐ 16 and above

Part II. About the quality management practice.

This part of questionnaire covers Quality management practices, Quality control tools and challenges in Hello Market project.

A. Quality Management & process

1. Is there quality management policy in your Organization?

☐ 1.Yes ☐ 2. No

2. Have you participated in the Hello market project designing process beforeimplementation starts?

☐ 1.Yes ☐ 2. No

3. If yes at which stage?

☐1.Planning ☐ 2.Implementation ☐3.Controlling ☐4. All stage

4. Does the process involve quality management?

☐ 1.Yes ☐ 2. No
5. If yes at which stage?

☐1.Planning ☐2.Implementation ☐3.Controlling ☐4. All stage

6. How important do you think the quality management plan is to your online marketing projects?

☐1.Very low ☐2.Low ☐3.Moderate ☐ 4.High ☐5. Very high

B. Quality Management Tools and Control

Please express your estimation on the following quality management factors that affect performance of construction projects;

The scale rating description: 5 = strongly Agree, 4= agree, 3= moderately agree, 2= less Disagree, 1= very less

Quality Factors	Rating				
	5	4	3	2	1
Qualified and experienced personnel					
Quality of materials and equipments sold online					
Quality assurance training and follow up					
Top management support					
Contract documents					
Co-operation of suppliers					

Part III. Problems and challenges to Project Quality.

What are the main challenges and obstacles of quality management in Hello Market online marketing projects in your opinion?

Description: 5 = very strongly, 4= strongly, 3= Moderate, 2= Less, 1= very less

Problems &Challenge	Rating				
	5	4	3	2	1
In adequate management support					
Lack of quality management policy and strategy					
Inefficient quality management					
Lack of regular supervision					
Unwillingness of project staff to accept the quality management system					
Lack of quality assurance team leading the process					
Problems with Supplier					
Lack of effective communication					
Increase of cost					
Unrealistic deadline on delivery					

1. Does the Hello Market solve these challenges?

☐ 1.Yes ☐ 2. No

2. If yes in what ways the organization solved these challenges? Please list mechanism?
_____
_____
_____

3. How dose organization's quality management practice look like?

  1. ☐ 1. It is improved ☐ 2. It is maintained ☐ 3.It is decreasing ☐ 4. It is stopped

2. Other, Please specify_____

4.Additional Comments:

…………………………………………………………………………………
…………………………………………………………………………………
…………………………………………………………………………………