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University ዩኒቨርሲቲ  
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**SCHOOL OF BUSINESS**  
**POSTGRADUATE PROGRAM of PROJECT**  
**MANAGEMENT**

**Assessing the Challenges of project management practices in building  
construction: In the case of the commercial bank of Ethiopia head office  
project**

**By**

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**Dec 2021**

**Addis Ababa, Ethiopia**

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**A Thesis Submitted to School of Graduate Studies of St. Mary's University through the Department of Project Management in Partial Fulfillment of the Requirements of the Degree of Masters in Project Management**

**Dec. 2021**

**Addis Ababa, Ethiopia**

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**Approved by board of Examiners**

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## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Muluadam Alemu (PhD). All sources of material used for the thesis have been accordingly 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.

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Name

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Signature

## ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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Advisor

St, Mary's University, Addis Ababa

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Signature

Dec. 2021

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## **ACRONYMS**

APM= Association for Project Management

ATM: Automatic Teller Machine

CBE= Commercial Bank of Ethiopia

EEFs= Enterprise Environmental Factors

HR=Human Resource

HSBC: Hong Kong and Shanghai Banking Corporation

ISO=International Standardization Organization

PMBOK = Project Management Body of Knowledge

PMI = Project Management Institute

SPSS= Statistical Package for Social Scientists

SWIFT: Society for Worldwide Interbank Financial Telecommunication

WBS = Work Breakdown Structure

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## ABSTRACT

*The main purpose of the study was to identify and evaluate the challenges encountered through project management practices in commercial Bank of Ethiopia head office project. The study aims to emphasize these difficulties and thus improve the project management practice in order to benefit from the findings. In order to achieve the intended purpose of the study a descriptive research method was adopted. Questionnaire, interview and literature review were used for the purpose of collecting required data for the study. The questionnaire survey was collected from different level of project teams (client, consultant and contractors) who are directly involved in project planning, executing and controlling. Purposive sampling technique was employed in choosing the samples. The data were analyzed using software Statistical Package for Social Science (SPSS V.26) to generate mean, frequencies, standard deviation and percentages of the statics. The study revealed that among 45 challenging factors identified in the literature participants have agreed. These are Changing requirements late in the project and continuing change requests, project schedule delays, inaccurate time estimations and cash flow difficulties. Again 24 of the identified factors are considered as moderate significant level challenging factor as per the opinion of participants. Furthermore, the study revealed that factors within four knowledge areas most significantly challenged; these are Project time Management challenges, Project Cost Management challenges and Project Communication Management. Hence, based on the findings, the researcher is suggested that stronger emphasis should be given on the major challenges identified in the study, appropriate project management methodology should be adopted and all factors should be studied carefully. In addition to this identified correlated challenges are due to lack well-structured project support office all in client, consultant and contracture side; therefore, launch project management office will be very supportive.*

***Key words: Commercial bank of Ethiopia; Project management; Challenges of project management***

# CHAPTER ONE:

## INTRODUCTION

### 1.1. Background of study

All projects undergo a series of phases to their completion from initiation, planning, execution, monitoring & control and closing. In the process, proper management of project plays a major role in coordinating each activity in the phase (Ciprian,2011).

Project defined by Muruthi & Crawford as an endeavor in which material, human and financial resources are planned in a novel way, to start a unique scope of work, of given requirement, within restraints of cost and time, so as to achieve beneficial change defined by quantitative and qualitative objectives (Muriithi & Crawford, 2003).

Project management can also be defined as the planning and control processes and skills required completing a project using project resources while maintaining or exceeding the limits of time, cost, quality and safety to an acceptable level of risk improve (Roberts, *et al.*, 2003). Which indicates that Project management principles and techniques help complete projects on schedule, within budget, and in full accordance with project specifications. At the same time, it helps to attain other objectives of the organization, such as efficiency, quality, and cost-efficiency.

Project management is the application of modern management techniques and systems to the execution of a project from start to finish, achieving predetermined objectives of scope, cost, time and quality, to the equivalent satisfaction of those involved (Erik Larson, John & A. Drexler, 2009).

Project Management is the scheduling, planning, and directing of project activities to meet project requirements. The major objectives that must be met include performance, cost, and time goals, while at the same time you control or maintain the scope of the ten project at the correct level. Preferably, the scope of a project should remain continual through the life of the job (Lewis, 1995).

Project management, is the application of techniques, skills and knowledge to execute projects efficiently and professionally. It's a strategic fitness for organizations, allowing

them to tie project results to project goals and thus, better compete in their projects. The official definition provided by the Association for Project Management (Project Management Institute (PMI), 2013). Based on the preceding introductory background, the purpose of this study is to identify and evaluate the challenges encountered through project management practices in commercial bank of Ethiopia head office project.

Commercial Bank of Ethiopia is the leading and Pioneer bank to introduce modern banking to the country which was established in 1942 and CBE was legally established as a share company in 1963. Since its establishment it has made a lot of developments and currently it has more than 1668 branches stretched across the country and ,27M customers,16768 partners and make 20M transaction per month. Currently CBE has more than 27.5 million account holders and the number of Mobile and Internet Banking users also reached more than 4.6 million as of Dec. 31st 2020 and also it is the first bank in Ethiopia to introduce ATM service for local users and currently Active ATM card holders reached more than 6.4 million. CBE combines an extensive investment base with more than 40,000 brilliants and dedicated permanent staffs and more than 22,000 subcontracted jobs as of June 30, 2020. It has solid communicator relationship with more than 50 famous foreign banks like Royal Bank of Canada, Commerz Bank A.G., City Bank, HSBC Bank. It has a SWIFT bilateral arrangement with more than 700 others banks across the world for foreign remittance worldwide.

CBE is the Pioneer to introduce Western Union Money Transfer Services in Ethiopia early 1990s and currently working with other 20 money transfer agents like Money Gram, Atlantic International (Bole), Xpress Money, Western Union Dahabshil and others. It has opened four branches in South Sudan and has been in the business since June 2009. CBE has reliable and long-standing relationships with many internationally acclaimed banks throughout the world. (CBE, 2014). CBE is striving to be outstanding bank and to achieve its mission and vision statements that is: To become a world-class commercial bank by the year 2025 (The vision), And as their high level management stated CBE Mission is: „“Being committed to best realize stakeholders' needs through enhanced financial intermediation globally and supporting national development priorities, by organizing highly interested, skilled and disciplined staffs as well as state-

of-the-art technology. The bank is applying different strategies to advance its organizational efficiency in order to deliver excellent service. Currently CBE is constructing head office building which site is an 18,000-meter plot on Ras Desta Damtew Road in Addis Ababa. Construction started in 2015 under a 5,300,000,000 Ethiopian birr contract with the China State Construction Engineering Corporation. The foundation stone was placed on 27 June 2015. The building was then outdone in the second half of 2019. The building was initially planned to be finalized on 19 January 2019. As of August 2018, construction of the building is planned to be finalized in 2020.

The building planned to have 198 meters tall with 52 stories, two 5-story podiums, and 20-metre deep underground parking lots. The building design comprises 46 above-ground floors, a mezzanine level, a ground floor, and 4 basement levels. The building will have 150,000 square meters of floor area.

Its design comprises an emergency waiting room for disasters, eight conference halls, two restaurants on the top two floors, and a sightseeing tower. It will be the first and the tallest building in Ethiopia upon completion.

### **1.2.Statement of the problem**

Effective project management practice can give a strong competitive advantage in project delivery, provide quality services, and reduce project costs. Excellence in effective project management can also guarantee measurable and tangible results based on scope, time, and cost, which are the cornerstone to project success (Kerzner, 2017).

Maintaining a suitable project management methodology is necessary for the success of the organization. Although organizations use processes that are repeatable on projects, implementing and keeping a suitable project practice is key (Sreekumar & Menon, 2015).

Studies which is conducted by Werku Koshe, K. N. Jha, (2016) shows that in Ethiopia construction industry only 8.25% projects have been finished to the original targeted completion date. According to this study, the remaining 91.75% delayed off its contractual time. In regard to CBE head office project, delay is becoming the major challenges that the project is facing and challenging the client.

There are no evidences or previous research studies which show project practices in Ethiopian building construction are effective. Rather several evidences from ongoing projects and review of documents cast doubt on the effectiveness of project management practice in Ethiopian building construction. There has been an extended delay in some of project and there were some unattended goals of the project. These problems are believed to be among other factors due to lack of efficient project management practices and certain barriers to do that. There is considerable research gap in understanding and implementing/practicing and the method by which project management practice influence the accomplishing of one's project objective or requirements.

The present study attempted Challenges of project management practices in Ethiopia building construction in case of commercial bank of Ethiopia head office project and how they overcame the challenges. And showed the challenges encountered construction period of on-going commercial bank of Ethiopia head office project and show the gap. Finally, this study intends to fill this research gap to identify and evaluate major challenges of CBE head quarter project in project management practice areas.

### **1.3.Research Questions**

- ✓ What are the challenges being encountered practicing project management practice related to project management knowledge area in CBE head office projects?
- ✓ What are the major/most significant challenges among project management knowledge areas in CBE head office projects?
- ✓ How does the organization deal with those challenges?

### **1.4.Objective of study**

#### **1.4.1. General objectives**

The general objective of this study is to identify and assess the challenges encountered through project management practices in commercial bank of Ethiopia head office project related to project management knowledge areas.



#### **1.4.2. Specific objectives**

- ✓ To identify the most significant challenges among project management knowledge areas on the ongoing commercial bank of Ethiopia head office project.
- ✓ To assess moderate challenges among project management knowledge areas that needs highest attention and the way how the organization, deal with those challenges.
- ✓ Forward recommendation for further improvement for other similar projects

#### **1.5. Significant of study**

This thesis paper provides meaningful insight about project management knowledge area challenges and will particularly help to look in to challenges encounters while implementing project management in CBE head quarter project is undertaking by China State Construction Engineering Corporation. This study aims to point out these difficulties and thus improve the project management practice in order to benefit from the findings. CBE is the first tallest building in Ethiopia so that different Project managers and project teams who are involved in the planning, designing, implementation and control of different project could make use of the obtained information for future similar projects and other high raised building projects. It also contributes for project management knowledge in that the research paper follows a different approach in categorizing the challenges with project management knowledge areas that can be used as a baseline for further study. Finally, it is helpful to broaden my understanding of research and be a partial fulfillment of my Master's degree.

#### **1.6. Scope of the study**

This research is conducted to evaluate only the challenges that encountered while practicing project management in Ethiopian building construction especially CBE head quarter projects. It also made the focus on challenges due to four core knowledge areas (Scope Management, Quality Management, Time Management, and Cost Management), four facilitating knowledge areas (Human Resource Management, Risks Management, Communication Management, and Procurement Management), one knowledge area (Project Integration Management) and others like Stakeholder Management and

Enterprise Environmental Factors. Therefore, main center was given to these selected management knowledge area challenges.

### **1.7.Limitation of study**

Project management has many challenges but due to time constraints this research paper was limited only to the main challenges that the reason of core knowledge area such as Project Integration Management, Scope Management, Quality Management, Time Management, Cost Management, Human Resource Management, Risks Management, Communication Management, Stakeholder Management Challenges Procurement Management Challenges. Hence, the paper might not give a complete full account of project management practice challenges of CBE head quarter project in addition, the lack of plenty reference data on the subject has limited the research investigation. Some of the most important limitations of this research were; some project managers, project engineers and staffs are un-willing to fill the questioner properly and giving responses to interviews, lack of time to utilize maximum effort due to other work pressure, the researcher also faced financial limitation to conduct comprehensive and detail study of all project management practice challenges.

### **1.8.Definition of operational/terms**

**Commercial bank of Ethiopia-** is the leading and Pioneer bank to introduce modern banking to the country which was established in 1942 and CBE was legally established as a share company in 1963.

**Project** - Project is defined as a problem scheduled for solution. This means that projects are aimed at solving problems and that failure to define the problem properly is what sometimes gets us into trouble (Lewis, 1995). Project is defined as one type of production system. In its simplest form a project is a particular, unique, one-off product. It is produced once and the systems and tools that were used to produce it are then used for something else, in many cases to produce other projects (Roberts, Wallace, & McClure, 2003).

**Project management** –is the complex activity that requires a structure, procedures and processes that are appropriate to the project. It is the application of skills, knowledge,

tools and techniques to meet the needs and expectations of stakeholders for a project. Project management, is the application of skills, knowledge and techniques to implement projects efficiently and competently. It's a strategic competency for organizations, enabling them to tie project results to business goals – and thus, better compete in their markets. The official definition provided by the Association for Project Management (Project Management Institute (PMI), 2013).

**Project management process** – is the process that successfully guide a project from conception to completion, by applying knowledge, tools, skills, deliverables, and techniques and process of ensuring all project goals are met at the stated time and in the given restraints.

**Challenges of project management** –is the challenges that project management will face during implementation of the practice and execution of the project.

### **1.9. Organization of Thesis**

The thesis is divided into five chapters. Chapter one sets out the background of the study, statement of the problem, research objective, basic research questions, significance of the study, limitation of the study, definition of operational terms, scope of the study and organization of the paper. In chapter two the literature review presents introduction, definition of project and project management, benefit of project management, structure of project management, project management processes, major challenges of project managements and conceptual framework and further discussion about topic has been undertaken. The third chapter presents research design and methodology. The fourth data presentation, analysis and interpretation. The last chapter covered the summary of major findings and conclusions drawn from the findings and also the workable recommendations based on the finding is forwarded by the researcher. Lastly, list of reference materials the questionnaire, interview questions will be annexed in the appendices.

## CHAPTER TWO

### RELATED LITERATURE REVIEW

#### 2.1. Introduction

The main objective of this chapter is to provide an understanding to the concept of project, Project Management, the context of project management process, benefit of project management and other related to project management challenges to help us underline the research subject and objectives.

#### 2.2. Definition of Project and Project Management

##### Project

PMI (2008) stated project as “a temporary endeavor undertaken to produce a unique product, service, or result” This indicate that a project is completed only one time. If it is repetitious, it’s not a project. A project should have certain starting and ending points (time), a budget (cost), a clearly well-defined scope—or magnitude—of work to be done and detailed performance requests that must be met.

Turner (1998) stated that a project as ‘...attempt in which human, machine, material and business resources are organized in a novel way, to take on a unique scope of work, or given requirement, within constrictions of cost and time, so as to deliver beneficial change by measureable and qualitative objectives.’

Kerzner (2015) argues that ‘a project is any sequence of activities and tasks that have a detailed objective to be done within certain qualifications; have a clear start and end date; have finance limits; consume money, people and materials; and are multifunctional’.

Juran (2008), the quality expert, also a project is a problem scheduled for solution. It is not repetitive, multi-task job with a defined starting point, defined ending point, and has clearly definite scope of work, a budget, and usually a provisional team. It is also defined as an idiomatic set of coordinated activities, with defined starting and finishing points, assumed by an individual or organization to meet explicit objectives within defined schedule, cost and performance parameters.

Australian institute of project management (2008) defined project is temporary endeavor under taken to create a unique product, service or result in order to achieve an outcome.

H. kerzner defined project in his 10<sup>th</sup> edition of book of project management any series activities and tasks that have specific goal or objective to be completed within certain specification i.e. have defined start and end date, funding limits (if applicable), consume human and nonhuman resources (money, people, equipment) and are multifunctional.

### **Project Success**

According to Collins and Baccharini (2004), a project is said to be successful when the following requirements are satisfied:

- Completed within allocated time frame.
- Customer Requirements satisfied/exceeded.
- Completed within allocated budget.
- Accepted by the customer.

According to Triant and Dennis, (2008), there are four common types of projects: Civil Engineering and Construction, Manufacturing Projects, IT Projects and Projects Associated with Management Change and Projects for Pure Scientific Research.

When we say a project is a failure if a project fails to address the expectation in line with the stakeholders and the failure occurrence of project is associated with consideration of cost, quality and time (Saxena, 2016). According to the author, the significant part of a project failure is associated with the consideration with not meeting specific targeted benefit for business case. There are several reasons that lead the project to the failure. According to Saxena (2016) it is clear that anything opposite to success indicator of project work can be taken as failure. Montequin, et al., (2016) clarifies ‘failure’ as the logical and extensive non- obedience of the criteria which defines an effective project.

### **Project Management**

Project management has become a key skill and almost all managers are involved in managing one or more projects.

As Kerzner, (2017) stated “Project management is the planning, organization, management and control of the company's resources for a relatively short-term goal that has been set in order to achieve certain goals." According to PMI (2013), project management requires the use of knowledge, Skills, tools and processes for project activities to meet project requirements is the application of a set of principles, methods and techniques to plan and control the work of a project. Project management is the planning, training and resource management department to achieve the successful achievement of certain project objectives.

Project management is achieved through the use and combination of 42 logically grouped project management procedures, including 5 process groups: start, plan, execute, monitor and control, and close” (PMI, 2008,). As the Joseph (2015) stated the first rule of project management is that "the people who have to do the work should help with the planning" (Joseph, 2015: 6).

The main goal of project management is forecast and avoidance, not appreciation and response. Project management is also defined as the ability to create, manage, report and approve a project through people or to use existing resources to achieve the project goals. It's a scheduled job and a project manager is a person who makes things happens.

According to Association for Project Management (APM, 2013) Project management focuses on controlling the introduction of the desired change. This includes:

- understanding the needs of the stakeholders;
- Plan what you want to do when, by whom and with what standards.
- Build and motivate the team.
- coordinate the work of different people;
- Monitor the work done.
- handle any changes to the plan and Delivering Successful Results

Project management can also be defined as the planning and control processes and skills required completing a project using project resources while maintaining or exceeding the limits of time, cost, quality and safety to an acceptable level of risk improve (Roberts, *et*

*al.*, 2003). "Project management must begin before resources are committed and must continue until all work is completed" (Triant & Dennis, 2008).

### **2.3.Benefit of Project Management**

Benefits of Project Management Method the justification for following project management method is as follows:

- Project management will help in handling complex, costly and risky assignments by providing interdisciplinary approach in handling the assignments.
- Project management help in handling assignments in a specified time frame with definite start and completion points.
- Project management provides task orientation to personnel in an Organization in handling assignments.
- Clear Objective
- Risk Assessment
- Milestones
- Resource Allocation
- Task Dependencies
- Communication
- Avoid Scope Creep
- Client Appreciation

### **2.4.Structure of project management**

Project management includes the management of all three areas. the three areas include applying the standards, ensuing the methodology, and leading the project by efficiently managing the people (Colleen& Erika ,2012).

- **Standard/Framework**

Project management standards/frameworks are generally not intended to be industry specific. Some quality management standards/frameworks are industry specific. Standards which applied to the project can be more than one at the same time. There are numerous standards/frameworks that can be practical to the management of projects. A

standard is a framework within that the project is achieved and executed. A project management or quality standard is used to guarantee quality and constancy all over the life of a project. As the project management department is growing, it is becoming more common for standards/frameworks to be functional (Colleen& Erika,2012).

- **Methodology**

Project management methodologies are commonly intended to be industry specific. Some methodologies may be intended in a sectional way so you can choose the sections that apply to your specific industry. A methodology needs to be designed to fit the type of project you are executing. There are various project management methodologies in practice. Some are broadly used methodologies, and others are exclusive methodologies formed for use by individual organizations. Some methodology specifics what will happen, and when, during the life of a project. It arranges the project methodically and describes the steps that need to be charted to complete it (Colleen. & Erika .2012).

- **Project Direction**

Project direction is the managing and coordinating of the standards, methodology, tasks, and people who are part of the project. People states to everybody who is participated in one project. This comprises project team, steering committee, executive management, stakeholders, project managers, people managers, the client, vendors, partners, support personnel, and anyone else who is participated with the project in any way. Project direction is taking the individual parts and taking them together to form the complete. It is the way, organizing the team and material to achieve a perfect project (Colleen& Erika ,2012).

## **2.5.Project Management Process**

All projects undergo a serious of phases/process to their completion from initiation, planning, execution, monitoring and control and closing (PMI, PMI, 2013: 6). Jennifer Bridges (2020) stated that project management process summarized below



## **Project initiation**

It is the first phase of any project. It clarifies the project objective and what is need to achieve it. It should answer the following question, (Jennifer Bridges ,2020).

- What is the project going to do?
- Who wants it done
- What is the case for doing it?
- Where is the money coming from?
- Who is going to manage the project?
- Who is going to do the work?

## **Project planning**

Is a process that stays almost to the very end if the project. This phase aims to give realistic estimates of time, costs and resources whilst managing risks. The main output of planning phase is the project plan and its related plans for the function parts of scope, schedule, cost, quality, human resource, communication, risk and procurement, (Jennifer Bridges ,2020).

## **Project execution phase**

It is the phase that the plans being execute according to the project plan and that work is monitored and the results fed back to the people responsible for the plan so that it can be updated to reveal the improvement ended. Major activities are performing required tasks for project and monitoring and controlling of this performance, (Jennifer Bridges ,2020).

## **Project monitoring and controlling phase**

In this project monitoring and controlling phase the executing processes are compared against the plan and where difference exist, corrective action is taken earlier to change the plan itself or method in which the plan is being implemented, (Jennifer Bridges ,2020).

### **Project change control phase/processes**

This processes of reviewing all change requests, approving changes and managing changes to the deliverables, project documents and the project plan. This phase is the most important area of the project because the cost estimating changes goes up as the project progresses, (Jennifer Bridges ,2020).

### **Project closure processes/phase**

This phase is the final and formal completion of the project deliverables and their transfer to the beneficiaries. And also include organizational closure, which is the termination of the activities of the project team, the accomplishment of all project documentation, and a formal sign-off of any agreements, (Jennifer Bridges ,2020).

## **2.6.Challenges of Project Management Practice**

Different scholars have discovered various challenges in the project management the researcher identified the major challenges that are applicable in the context of building construction projects.

Hence the variables identified in the research as challenges in project management practice are derived from critical factors that lead to project success or failure.

When mentioning CBE head quarter projects majority of activities are related to construction projects. Among the different types of construction projects, construction projects are recognized as being some of the most complex. Challenges and problems of managing construction project increases when the context is related to an environment (Nasser, 2013).

The challenges identified are not challenges of specific projects undertaking by the organization rather than perceived challenges believed to be encountered while undertaking practice of project management in the construction industry. Which are categorized based on the project management knowledge areas such as Scope, Quality, Schedule, Budget, Resources, and Risks and additional factors specific to building construction projects.

### **2.6.1. Challenges of Enterprise Environmental Factors**

Enterprise environmental factors (EEFs) relate to situations that are not under the supervision of the project team, that influence, limit or direct the project. This situation can be internal to the organization and / or external. They are measured as input to many project management processes, especially most planning processes. These factors can improve or limit project management options (PMI, 2017). Indeed, this study highlights internal organizational factors that are intended to have a limiting effect on the Ethiopian commercial bank headquarters project.

According to Ayman and Ezzat (2013), the development of mega-projects in construction in developing countries is a double-edged problem. On the one hand, these projects require a high level of design knowledge and technical, competent human skills. Resources, professional management skills and a large financial investment. This ultimately hampered the development of these essential projects.

Ayman and Ezzat (2013) identified challenge factors related to the structure of the executive organization, such as: "Insufficient experience of the executing organization in managing complex companies". It is also argued that on mega-construction projects in developing countries, the main contractor or consortium of contractors is usually privately owned, funded and often spans multiple countries with changing cultures, backgrounds, political systems and languages seeking success for different purposes.

Kerzner (2017) characterizes megaprojects with different rules and guidelines than smaller projects. For example, on large projects: a large number of people may be required, often for short or intense periods of time; Continuous organizational restructuring may be required as each project goes through a different life cycle phase. The matrix and organizational form of the project can be used interchangeably.

Kerzner (2017) therefore points out that project management training courses and clearly defined rules and procedures in mega-projects are essential for success.

### **2.6.2. Project Integration Management Challenges**

PMI (2017) stated Project integration management comprises the processes and activities for identifying, defining, combining, standardizing and coordinating the various project management processes and activities within the project management process groups

Do not assign or identify the project manager at the beginning of the project. The project is the first challenging factor identified in this category. While other areas of knowledge can be processed by specialists (e.g. cost analysis, programming specialists, risk management experts), responsibility for project integration management cannot be delegated or transferred (PMI, 2017). Allocation as soon as possible, preferably during the development of the project charter and always before the project starts, is an important element (PMI, 2017).

The ability, competence and leadership of the project manager are also an important factor. According to Xaba (2011), project managers in most organizations are responsible for the successful delivery of completed projects. This success increasingly depends on project managers having skills and competencies and using them.

The lack of clarity of the goals and tasks is also an important factor in the identified challenge. The main advantages of developing the Project Charter process are that it creates a direct link between the project and the strategic objectives of the organization (PMI, 2017). Clearly defined goals, which include the overall project philosophy or the overall project mission as well as the commitment to it. Goals of the members of the project team are the first success criterion identified by Pinto and Slevin (1987).

The project management plan is the process by which all sub-plans are described, prepared, managed and incorporated into a complete project management plan. The project management plan defines how the project will be executed, monitored, controlled and closed (PMI). The lack of proper planning is one of the challenging factors hindering the successful completion of projects (Stephen, 2018). Poor planning does not provide a logical mechanism for executing the project, therefore employers and team members at certain points in the projects do not have a clear direction of what to do when and how (Stephen, 2018).

An effective means of learning from experience that combines explicit and implicit knowledge with continuous improvement in project management processes and practices. Projects are one of Davies' (2002) success factors. The Continuous Improvement by Cooke (2002) is the fifth and highest level of maturity of project management in an organization. Knowledge is usually divided into explicit knowledge, that is, knowledge that can be easily coded with words, pictures and numbers, and tacit knowledge, which is personal and knowledge management, which is about having both implicit and explicit knowledge. Two purposes to manage: The lack of a process to manage the project knowledge and to capture the lessons learned is a major challenge in this study.

### **2.6.3. Scope Management Challenges**

Project scope management comprises the processes necessary to ensure that the project includes of all work needed and only what is necessary to successfully complete the project (PMI, 2017). Project scope management is mainly concerned with defining and controlling what is and is not included with in the project cycle.

Mirza, Pourzolfagha and Shahnazari (2013) a major contributor to failed projects is the lack of understanding or definition of the project scope and goods at the beginning of the project. Deliver a high quality product to the stakeholders at the agreed cost and within the set deadlines. Mirza, *et al.* (2013) the scope of a project deals with the specified work in order to achieve the project results. On the other hand, the scope of the product consists in the fact that the attributes and characteristics of the services to be provided are taken into account when creating the project. The product scope is measured in contradiction to the requirements, while the project scope is measured in contradiction to the project plan. Without a prescribed and documented vision, there is little hope of success. It is important that each project clearly describes and documents its scope so that the project can progress in a coordinated manner and wishes are often written down (Mirza, *et al.*, 2013).

In every project, Triant and Dennis (2008) have argued that every project must be defined as precisely and completely as possible before it is allowed to begin. In the customer specification, all requirements should be specified in defined terms so that the customer and the contractor can understand them easily and similarly. It must be admitted that

some projects are so surrounded by uncertainty that they cannot be adequately defined before starting work (Triant & Dennis, 2008). From existing literature and previous work on the subject Montequin *et al.* (2016) identified challenges in the area of management, such as continuous or dramatic changes in the initial requirements, incorrect, incomplete or not precisely defined customer requirements, poorly defined specifications, impractical stewardship project perspectives, project requirements incompletely documented as factors in project management.

#### **2.6.4. Quality Management Challenges**

Project management institute stated that Project quality management includes the processes and activities of the execution organization that regulate quality policies, purposes, and duties so that the project will satisfy the needs for which it was undertaken (PMI, 2017).

It is evident that quality requirement in any complex and huge project is very high. Study by (Hong & SUN, 2006) indicated that quality control can be divided into three stages namely, construction preparation, construction period and completion acceptance. It is very significant to take sufficient quality control measures for the stages above stated.

The key point in project quality control is quality control preparation period. Based on the project management practice, the following main control measures can be taken during the preparation period.

- Review construction management plans submitted by contractors
- Review the qualification of subcontractor.
- Checked the qualification of different material and building component suppliers.
- Regularly control the application and check procedure of material, equipment, semi- products and products.
- provide quality standards and additional standards for material and procedures

During construction Quality control measures can be

- Use all kinds of instruction, such as rectification, working stop, delay payment, change construction team and major responsible person as control measures.

- Jointly check the quality per month. The project management team, together with members from client, main contractor and construction team to check the quality and evaluate the quality.

At completion acceptance stage, the quality control work includes check the scope of contract, rectification, check as-built drawings and technical documents, writing quality review reports about the whole project work and assist the client to organize completion acceptance work and relative authorities' confirmation.

Amalraj, *et.al*, (2007), holds that quality assurance and quality control should be managed by the parent company, not by a contractor or other third party. It is also required that the parent company should review and approve job specific construction contractor quality plans prior to the work being started. According to Montequin different survey identified Quality checks badly performed or not performed at all as constraining issues in project management (Montequin, *et.al*, 2016).

#### **2.6.5. Time Management Challenges**

Project time management comprises the processes required to accomplish the timely achievement of the project (PMI, 2017). It includes defined activities, sequencing activities, estimating activity duration, develop schedule, estimating activity resources and control schedule. Ikediashi, *et al.* (2014) in their study stated that Schedule delays, otherwise known as time overruns, ranked as the fourth highest challenge factor and are considered critical to the failure of projects in Saudi Arabia Infrastructure Projects. Further holds that Inadequate planning by contractors and project managers, improper site management by contractors, inadequate experience handling projects, and delays in payments to contractors by clients are factors that result in schedule delays (Ikediashi, *et.al*, 2014).

Hong and SUN, (2006) in their study they recognized control measures for the effective project time management of mass project. Review the overall construction progress organization submitted by main contractor and critical path and milestones of schedule network. Dynamically check the execution of schedule planning according to review the annual, seasonal and monthly schedule reporting. In addition, use computer aided system

to manage the schedule network control and check construction progress records every day analyze every week and summarize and adjust every month. Reasonably arrange the lag relationship between the activities.

#### **2.6.6. Cost Management Challenges**

As defined by (PMI, 2017), project cost management comprises three main functions: cost estimation, budgeting and cost control. The job of the expense management function is to produce information for internal users who need frequent, detailed, and accurate financial information to make decisions (Kujala, *et al.*, 2014). Project management practice depends a lot on forecasting in planning for the projects and the organization and a lot of project failures known in literature are mostly due to wrong estimate or costing problem (Abdulrahman, 2016). Kujala, *et al.* (2014) on their empirical study on challenges of complex projects identified major cost management challenges as highlighted below which are also more relevant in building construction projects.

1. Due to uniqueness of each project there is no accurate information for pricing and setting up appropriate contingencies in the sales phase.
2. Prices of resources can vary during a long project, which causes problems for estimating costs.
3. In complex projects, there are more project management and integration engineering costs, which are more difficult to calculate than product costs
4. High uncertainty leads to large contingencies. Numerous contingencies are related to the different WBSs, so recognizing the total value of the contingencies is challenging.

#### **2.6.7. Human Resource Management Challenges**

Project human resource management encompasses the processes that organize, manage and direct the project team (PMI, 2017). The need for project management personnel is the greatest challenge in project management practice in the 21st century (Mir & Pennington, 2014). It is the HR department that plans and executes the project. It is critical that the project teams are competent enough to successfully manage the project and exceed stakeholder expectations. Each project has different human resource requirements with different skills. Attracting the right people to the project and thus to



this personnel problem can have different effects on the success of the project (Abdulrahman, 2016).

Achieving overall project efficiency of corporate goals is based on delivering multiple projects within a planned timeframe. A budget estimate and it is argued, however, that the traditional drivers of successful project management are no longer sufficient to ensure project success and ultimately achieve organizational goals (Shenhar & Dvir, 2007). The most appropriate approach for today's business environment, where most projects are fraught with complexity and uncertainty is according to the author Alsseri *et al* the implementation of effective project management and human strategies (Alnasseri, *et al.*, 2013).

As Alsseri, *et.al*, (2013) stated, project managers who pursue outdated methods of managing and executing projects are paying little attention or even ignoring the assignment of person-related issues within their management programs.

#### **2.6.8. Risks Management Challenges**

According to PMI (2017), project risk management comprises the planning, identification, analysis, and reaction planning and risk control processes of risk management in a project. When mentioning building construction projects majority of activities are related to construction projects.

A number of studies have outlined and explained the challenges associated with building construction. Authors Jayasudha and Vidivelli (2016), listed different risk type and summarized below:

1. Financial risks

These are cost related risks like fluctuating exchange rates, material costs, market demand, incorrect estimates, inflation, late payments, and unmanaged cash flow on a project.

2. Socio-Political risks

They are risks associated with laws and regulations, such as changes in government laws and regulations, law and order, bribery, government failure to pay, increased taxes, and changes of government in this repertoire.

### 3. Environmental risks

Environmental risks constitute of Extreme weather conditions, accessibility to the site natural disasters, pollution and safety norms.

### 4. Construction-related risks

It is consultant, client and contractor related risks such as Failure of logistics, labor disputes, design changes, labor productivity, rush bidding, time-gap for revision of drawings, shoddy work quality due to time constraints of construction-related risks.

The most important point is that risk management should be viewed as a management tool to drive planning, budgeting, performance management and other fundamental processes. The need to change strategy in general because of an intolerable risk.

#### **2.6.9. Communication Management Challenges**

“Project communication management comprises the processes required to ensure appropriate and suitable planning, collection, formation, distribution, storage, retrieval, management, control, monitoring and final disposal of project information” (PMI, 2017). ‘Communication is the most important element to project success and yet it remains a challenge throughout the engagement’ (Prasad & Reddi, 2017). According to Trocki and Bukłaha, (2016) “the Primary objective of Communication Management is to provide the significant stakeholders with the right data at the right time using appropriately selected actions”. In other words, the transfer of information with details matched to customer’s expectations while minimizing the communication barriers that could distort the communication process and hinder mutual understanding of a message.

‘Investigating the failures in the projects shows that the lack of professional communication support in every phase of the project life cycle can lead to project problems and project failures’ (Trocki & Bukłaha, 2016)

According to McManus and Wood, (2007) communication problems are one of the key factors contributing to failures in a project or to significant problems in the project. This may include various aspects related to the preparation, execution or completion of the project. In the case of initiating a project most often points to the problems related to the lack of identification of stakeholders, communication needs and their sources, and inadequate communication with key stakeholders. During the planning phase of the project difficulties arise due to the lack of planned communication in the project, selective communication of plan to stakeholders and lack of commitment of key stakeholders. In the implementation phase there is often a lack of information about the status of the project or changes, insufficient exchange of information and number of meetings with stakeholders, the lack of a detailed review of the project, inadequate stakeholder management, the lack of communication when making decisions, And during completion no formal communication of the project, no process of communicating project experiences and best practices.

Proper planning, or effective monitoring and control also include communication planning process. Leadership requiring effective communication skills and effective teamwork requires the ability to communicate.

#### **2.6.10. Stakeholder Management Challenges**

Project stakeholder management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their effect on the project, and to advance suitable management strategies for efficiently engaging stakeholders in project decisions and implementation (PMI, 2017). When mentioning building construction projects majority of activities are related to construction projects. Because of the large number of different activities that are carried out, there are different stakeholders in a construction project. It is serious for project success to recognize the stakeholders early in the project or phase and to evaluate their levels of interest, their individual expectations, as well as their importance and influence (PMI, 2013).

Xaba, (2011) state that One of the most serious issues for the effective achievement of projects is top management support. The level of support provided by the functional

manager is usually determined by the level of support from top management (Xaba, 2011). Top management is perceived to have a stake in the successful completion of the project. As a result of their perceived stake in the task, they have certain expectations, and consequently, engage in certain types of behavior, sometimes constructive and sometimes destructive (Bourne & Walker, 2006). Pinto, Slevin (1987), identified top or divisional management support for the project that has been conveyed to all concerned parties as important critical success factor.

#### **2.6.11. Procurement Management Challenges**

Project procurement management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team (PMI, 2017). According to Manu, et.al (2018) where procurement capacity deficiencies are paramount in several countries in the sub-Saharan African region, challenges related to transparency, integrity and accountability are amongst the top most challenges adversely affecting the effectiveness of public infrastructure procurement.

Procurement related project management factors are also evident in delivery of infrastructure projects. Babatunde, *et.al* (2012) identified critical success factors related to procurement management through survey questionnaires; these are “competitive procurement process, thorough and realistic assessment of the cost and benefits, and transparency in the procurement process”. Truong, *et.al*, (2008) in their study of benchmarking approach indicated that “large contractors applied an effective procurement system including well-prepared material procurement planning, clear-documented solicitation, transparent choosing among potential suppliers, and well managing the relationship with suppliers”. Truong, *et.al*, (2008) also holds that “more specific and more detailed contract documents as a key element in avoiding disputes in the future”. CBE head quarter project being in this region believed to have such challenges in procurement of its building construction projects.

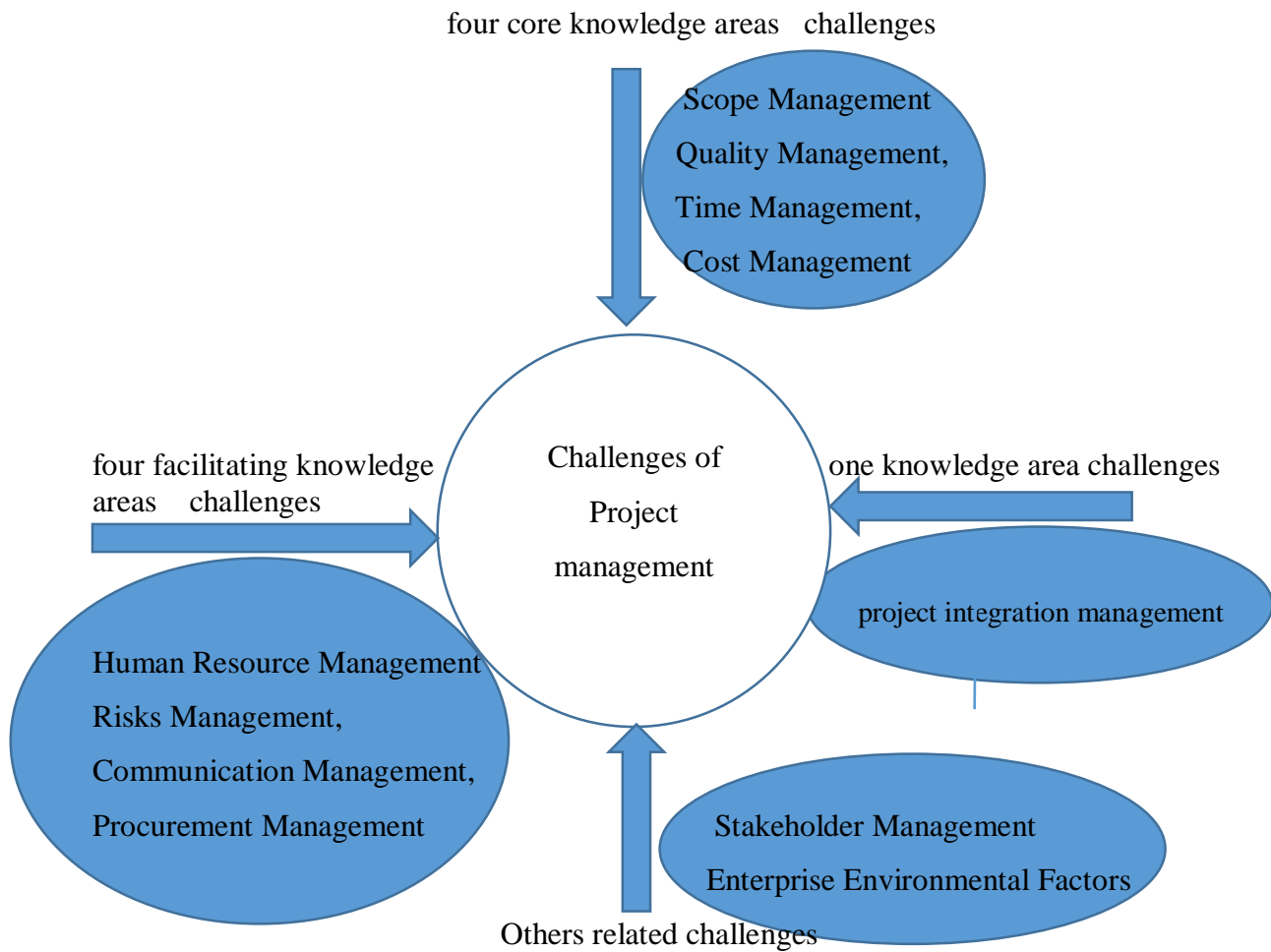
## **2.7. Conceptual framework**

The conceptual framework of this study draws the way of studying challenges of project management practice in CBE head office project. To this end, and the relationship of project management knowledge area and their challenges is studied with the aid of different analysis techniques that are mentioned in the methodology section of the paper.

Effective project management practice results in an increased project success and achieve stakeholder's requirements in addition to being a finished as scheduled. In addition to this, Effective project management practice can give a strong competitive advantage in project delivery, provide quality services, and reduce project costs. This in turn enables the organizations (both contractors and client) to employ and get opportunity to participate in different projects from the industry. But ineffective project management practice subject to project delay, errors, biases, cost over-run, and project failure on the other hand may have faced project management knowledge area challenges which led the project delay and the growth of the general organization.

As such, the challenges of project management practice related to knowledge's area are studied. After a thorough discussion of the qualitative and quantitative data the relationship between project management knowledge area and challenges of project management is drawn. This is done by the application of various strategies and multi-dimensional ways of approaching the problem at hand. As such, the framework provides an insight into the challenges of project management practice in CBE head office project related to project knowledge areas.

Figure 1 Conceptual framework of the study



Source: Developed by the author based literature review

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter aims to provide an overview of the methodological approaches and research design selected to assess the different project management processes and practices following by commercial bank of Ethiopia head office projects. Methods used, data sources, sampling techniques, data collection instruments and procedures, and data analysis methods while undertaking the study is discussed briefly as follow.

#### **3.1.The Research Design**

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions (Cooper & Schindler, 2014). The purpose of this study is to assess the challenges encountering in Ethiopian building construction in case of CBE head quarter project. A descriptive research design was used to achieve the objectives of the study. Descriptive analysis enables to obtain the current information, it is also used in fact finding studies and helps to formulate certain principles and give solutions to the problems concerning local or national issues. It can be used in studies in which individuals are the unit of examination, and it is also considered best suitable for measuring attitudes and gaining personal and social facts as well as views (Kerlinger, 1976).

The researcher will also use both quantitative and qualitative methods, and hence it will be mixed research method (Creswell, 2009).

#### **3.2. Sources of Data**

To address the research objectives both primary and secondary sources of data were employed to fully answer the research questions. The primary sources of data were collected from selected project managers, office engineers, project engineers, and other closed staff for the project. The secondary sources of data were collected from documents such as project documents, relevant books, brochures, articles, website, and journals, etc.

### **3.3. Sample and Sampling Techniques**

#### **3.3.1. Population**

Target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. Therefore, for this study, the target population of the study was all team members of the project, project managers, project team, support staff and other closed staff for the project.

Since the size of target population under study was more than 100 researcher decided to involve (122) from client, consultant and contractor (project team, middle and higher level managers, support staff) on the study by using probability sampling method , Interview session was also held with seven (6) management level members from the three parties in order to get further information regarding the challenges in project management practice of the CBE head quarter projects in addition to the information gathered through questionnaire.

#### **3.3.2. Sampling techniques**

Involving project teams in the process of project management especially in the process of project implementation increases ownership and responsibility in the response of challenges of practice. Directly or indirectly each employee of an organization has a role or a contribution in one or more of the steps of project management process. The general objective of the study is to evaluate project management practices of Challenging CBE head quarter project.

Purposive sampling technique was used to select study participants in order to get the right respondents who are capable of giving the relevant and accurate information based on the practical experience they have regarding the issues under study. Purposive or judgmental sampling enables you to use your judgment to select cases that will best enable you to answer your research question(s) and to meet your objectives (Sanders, et al., 2009). The technique gives the researcher the privilege of convenience to select respondents who are available and easily reachable.



For this study, the researcher decides to participate 122 project team from a total number of 176 projects teams by using sample size calculator as shown in the calculation below. The researcher decided to use probability method to determine the sample size. Yamane (1967:886) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes. A 95% confidence level and P = .5 are assumed.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size,

N is the population size =176 and

e is the level of precision= 0.05 When this formula is applied

$$n = \frac{176}{1+176(0.05)^2} = 122$$

Accordingly,122 project teams were selected to collect data through semi-structured questionnaire and (6) management level members from the three parties in order to get further information regarding the challenges in project management practice in CBE head quarter project for in-depth interview. A total of staff 128 were taken as samples to collect data.

### **3.4. Instruments of Data Collection**

The data gathering tools for this study were questionnaires, interviews and document analysis. The questionnaires were included closed-ended questions that was measured by a five-point Likert scale (from strongly Agree to strongly disagree)

Questionnaires were presented for 122 project team from client, consultant and contractor (project team, middle and higher level managers, support stuff) in order to get further information regarding the challenges in project management practice commercial bank of Ethiopia head office project. But to triangulate the data and so as to gain in-depth information interview were held with six higher level of project management members. In addition to this, document analysis was employed by the researcher by using check lists.

### **3.5.Procedures of Data Collection**

The questionnaires were prepared in the medium of English language for participants. Prior to the administration of the questionnaires, the researcher was make contact with the organization bodies in order to gain full co-operation which is very essential to obtain meaningful data. Then the researcher gave them the letter written by the University to facilitate some pre-conditions for the effective utilization of time and resources. Then, the questionnaires were disseminated for the selected subjects through google form and interview were held with intervieweee. Lastly, the distributed questionnaires were collected for further analysis.

### **3.6. Data Analysis**

Data collected from the survey was analyzed using descriptive statistical techniques. For this purpose, the computer software Statistical Package for Social Science (SPSS V.26) was used as the best options available. In evaluating the results of the survey on the challenges faced during the implementation of project management practice in the Commercial Bank of Ethiopia head office projects, the research tried to evaluate the significance of each barrier to the implementation of project management practices. Descriptive statistics including mean, frequencies, standard deviation and percentages were used for quantitative data analysis. Either Tables or charts were used to present the analyzed data.

### **3.7. Reliability and Validity**

To ensure the quality of research and make it credible for the scientific community, the researcher will give due care to both validity and reliability issues of the data, the research process in general as well as the research output. The researcher was use different source of data form literature, interview, questionnaires' and document review to triangulate the data. The need for triangulation arises from the ethical need to confirm the validity of the processes involved. Triangulation increases the reliability of the data and the process of gathering it.

Further a reliability test of Cronbach's Alpha was made for the Likert scale type questions on SPSS 26. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In most social science research

situations, the general rule of thumb is that a Cronbach's alpha of .70 and above is good, .80 and above is better, and .90 and above is best. This study's Cronbach's Alpha result was 0.946 for all variables.

**Table 1 Reliability test of Cronbach's Alpha**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.946	0.942	45

**3.8.Ethical considerations**

The researcher has obtained the consent of the organization for the study. The participants who had willing to complete the questionnaire were informed about the purpose of data collection, analysis and the agreement to maintain privacy of their responses and dignity also maintained. Confidential information of the project not be revealed and the collected data used for the purposes of the study only. Regarding published and unpublished materials used in the literature review and throughout all part of the study, all citations from copy right holder has been made properly.

## CHAPTER FOUR:

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the data collected from both primary and secondary sources. Secondary sources are reports issued by client(CBE) and other related documents. Primary sources are data that have been collected by undertaking questioners from three parties of the projects. Moreover; an interview is made with some project managers. The questionnaire is distributed to 122 project team and managers and out of these only 112 (i.e. 91.8%) project team and managers are returned and out of them 99(88.39 %) of them were found valid and used in the study for further analysis. Therefore, the analysis is made based on the 99 respondents' data only. The data collected through questionnaire, interview and secondary data sources is analyzed using descriptive analysis method. The output of the data is presented using tables in order to make the topic more comprehensible.

#### 4.1.Results of the Questionnaire related to respondent profile

##### 4.1.1. Respondent profile

Table 2 Respondent profile

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 30	35	35.4	35.4	35.4
	30-40	47	47.5	47.5	82.8
	40-50	17	17.2	17.2	100.0
	Total	99	100.0	100.0	
Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	89	89.9	89.9	

	<b>Female</b>	10	10.1	10.1	
	<b>Total</b>	99	100.0	100.0	
<b>Job category</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>project team</b>	72	72.7	72.7	72.7
	<b>support stuff</b>	3	3.0	3.0	75.8
	<b>middle level manager</b>	15	15.2	15.2	90.9
	<b>higher level manger</b>	9	9.1	9.1	100.0
	<b>Total</b>	99	100.0	100.0	
<b>Parties/organization</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>client</b>	10	10.1	10.1	10.1
	<b>consultant</b>	30	30.3	30.3	40.4
	<b>contractor</b>	59	59.6	59.6	100.0
	<b>Total</b>	99	100.0	100.0	
<b>Academic qualification</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>BA/BSc</b>	53	53.5	53.5	53.5
	<b>MA/MSc</b>	45	45.5	45.5	99.0
	<b>PhD</b>	1	1.0	1.0	100.0

	<b>Total</b>	99	100.0	100.0	
<b>Work Experience</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>0-5 year</b>	41	41.4	41.4	41.4
	<b>6-10 year</b>	37	37.4	37.4	78.8
	<b>11-15 year</b>	18	18.2	18.2	97.0
	<b>more than 15</b>	3	3.0	3.0	100.0
	<b>Total</b>	99	100.0	100.0	

Source: Own Survey (2021)

Table 3 presents the data regarding respondent's profile that properly filled and returned the questionnaire. The distribution of respondents based on age category showed that majority 47 (47.5%) of the respondents fall within the age range of 30-40 years. The remaining respondents, 35(35.4%), and 17(17.2%) fall with the age of below 30 and 40-50 years respectively. This indicates that the project team involves young generation that have a capacity of doing things effectively.

As showed on the table, the distribution of respondents based on sex is 10(10.1%) of the total respondents are females working in the project. The percentage of male respondents constitutes the largest part 89 (89.9%) of the total sample.

The distribution of respondents based job category showed that majority 72 (72.7%) of the respondents are project team members. The remaining respondents, 15(15.2%), 9(9.1%) and 3(3%) are middle level managers, higher-level managers and support stuffs respectively.

Respondents profile regarding their parties (organization) revealed that majority 59(59.6%) of respondents were from contractor side, 30(30.3%) of respondents were from consultant and the remaining 10(10.1%) were from the client side.

Respondents profile regarding their academic qualification revealed that majority 53(53.5%) of respondents were BSc/BA degree holders, 45(45.5%) of respondents were MSc/MA holders and the remaining 1(1%) were PhD holders. This shows that, the project participated highly qualified team so that they have the knowledge to manage the project effectively and efficiently.

Distribution of respondents with regard to work experiences indicates that the majority of the respondents 41 (41.4%) worked 0-5 years, 37(37.4%) worked 6-10 years and the remaining 18(18.2%),3(3%) have a service year of 11-15 years and more than 15 years respectively. This shows that the project team is a group of highly experienced team so that they have the capacity to manage the project effectively.

The researcher believed that respondents with high academic qualification and higher position tend to give more detailed information regarding the issues under study and give more weight to the opinion of the challenges encountered in CBE head office projects.

#### **4.1.2. Results Related to Challenges of Project Management Practices**

Respondents were asked to indicate their opinion about the possible challenges in project management practices they think are exist in CBE head office project. Accordingly, their response presented in the following tables and discussed based on the responses, interview results.

**Table 3: Respondent answers for Challenges of Project Management Practice**

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Lack of Project Management Skills and training in project management	99	1	5	2.73	1.236
Lack of Information technology support	99	1	5	2.99	1.425
Lack of clearly defined Rules and procedures for project management	99	1	5	2.98	1.204

Failure to prioritize operational activities or objectives	99	1	5	3.19	1.192
Lack of efficient change management	99	1	5	2.24	1.254
Failure to assign and identify Project Manager early in the project	99	1	4	2.22	.875
Lack of Clear vision and goals of the project	99	1	5	1.77	.913
Limited resources and budgetary allocations for monitoring and evaluation	99	1	5	3.07	.929
Failure to break down development into phases or clear milestones	99	1	4	1.96	.925
Gaps in defining key performance indicators, the retrieval, collection, preparation and interpretation of data for monitoring and evaluation	99	1	5	3.30	1.015
Lack of knowledge on project management process and capturing lessons learned	99	1	5	2.68	1.354
Design discrepancies	99	1	5	3.35	1.128
Incomplete, wrong or not defined Requirements and Specifications	99	1	5	3.75	1.320
Using a poor technical design that does not allow for modification	99	1	4	1.89	.819
Changing requirements late in the project and continuing change requests	99	1	5	4.31	1.007
Project requirements inadequately documented	99	1	5	2.79	1.118
Project schedule delays	99	1	5	4.13	1.242
Too tight project schedule and unrealistic deadlines	99	1	5	3.75	1.373
Inaccurate time estimations	99	1	5	3.99	1.120
Inaccurate cost estimation.	99	1	5	3.53	1.248
Lack of Cost Control	99	1	5	3.23	1.185



Cash flow difficulties	99	1	5	4.39	.967
Inadequate funding/capital or poor use of funding/capital	99	1	5	3.02	1.450
Use of poor initial testing techniques	99	1	5	1.91	.905
Quality checks not performed at satisfactory level	99	1	5	2.84	1.085
Lack of strict quality control measures	99	1	5	3.28	1.393
Being unable to resolve conflicts.	99	1	5	2.61	1.384
Lack of skilled personnel with adequate capacity	99	1	5	2.83	1.512
Inadequate project structure	99	1	5	2.92	1.113
Lacking clear roles and responsibilities among team members.	99	1	5	2.67	1.325
Wrong selection of project team	99	1	5	2.43	1.230
Lack involvement of end users	99	1	5	2.43	1.311
Lack of continuous support from executive.	99	1	5	3.11	1.332
Late identification of stakeholders	99	1	5	1.92	.944
Not obtaining stakeholder approval	99	1	5	3.44	1.379
Low commitment of Stakeholders towards planned projects	99	1	5	2.18	.973
Lack of professional communication support	99	1	5	3.60	1.316
Lack of effective communication between stakeholders	99	1	5	3.42	1.333
Failure to handle Unexpected events	99	1	5	2.78	1.208
Poor risk management	99	1	5	3.38	1.441
Failure to manage expectations	99	1	5	2.77	1.227
Lack of competitive procurement process	99	1	5	2.64	.826
Lack of well-prepared procurement planning	99	1	5	2.59	.915

Lack of transparency and integrity in the procurement process	99	1	5	2.69	.922
Lack of well-prepared contracts with much detail and clear-documentation	99	1	5	3.15	1.224
Valid N (list wise)	99				

Source: Own Survey (2021) *Note that: 5 is strongly agree, 4 is agree, 3 neutrals, 2 is disagree and 1 is strongly disagree.*

The five point Likert scale is considered an interval scale. The mean is significant. From 1-1.8, it means strongly disagree; From 1.81-2.60, it means disagree; From 2.61-3.40, it means neutral; from 3.41-4.20, it means agree and from 4.21-5.0, it means strongly agree, (McLeod, 2019).

Table 4 shows that from 45 challenging factors identified in the questionnaire participants have agreed on 10 mean above 3.40, 24 mean between 2.61 & 3.4, and 11 mean 2.6 and below 2.6.

Responses gathered through interview from top level managers also showed that delay of project construction and commissioning is a common challenge. further they have mentioned the following factors as a major challenges of effective project management practices; Contractors' poor performance and lack of project management practice: cost variations, projects are not completed in the contract price; work variation, discrepancy between design drawing and actual site condition; lack of standard rules and regulations; and poor quality of planning and design.

The impact of the above challenges was also indicated as completion of projects beyond the contractual period and above the allocated budget, let delivery of projects ready for operation loss of income.

Interview conducted on top managers also suggested that challenges were being encountered on the project were project cost, project scope and project schedule managements at the top and project communication at moderate level. Come back with stakeholders and contractors to jointly resolve issues; apply liquidated damage to

compensate the losses; take contractual measures; tight follow up on the schedule on remaining tasks; conflict resolution measures; strategic planning was the way that organization deal the challenges.

**Table 4: Means and standard deviation of the items in Enterprise Environmental Factors**

<b>Challenges Related to Enterprise Environmental Factors</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Lack of Project Management Skills and training in project management	99	1	5	2.73	1.236
Lack of Information technology support	99	1	5	2.99	1.425
Lack of clearly defined Rules and procedures for project management	99	1	5	2.98	1.204
Average mean score	99	1	5	2.9	1.288

Source: Own Survey (2021)

Table 5 shows that the aggregate mean score of Challenges Related to Enterprise Environmental Factors is 2.9 (SD 1.288). The result is an indication that the majority of the participants are neutral regarding their decision whether the project faced Enterprise Environmental challenging factors or not. According to Ayman and Ezzat (2013), projects require a high level of design knowledge and technical, competent human skills. Resources, professional management skills and a large financial investment. According to the participant response we cannot say that the whether the project faced enterprise environmental factor challenge or not.

**Table:5 Means and standard deviation of the items in Project Integration Management**

<b>Project Integration Management Challenges</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Failure to prioritize operational activities or objectives	99	1	5	3.19	1.192
Lack of efficient change management	99	1	5	2.24	1.254
Failure to assign and identify Project Manager early in the project	99	1	4	2.22	.875
Lack of Clear vision and goals of the project	99	1	5	1.77	.913
Limited resources and budgetary allocations for monitoring and evaluation	99	1	5	3.07	.929
Failure to break down development into phases or clear millstones	99	1	4	1.96	.925
Gaps in defining key performance indicators, the retrieval, collection, preparation and interpretation of data for monitoring and evaluation	99	1	5	3.30	1.015
Lack of knowledge on project management process and capturing lessons learned	99	1	5	2.68	1.354
Average mean score	99	1	4.75	2.55	1.057

Source: Own Survey (2021)

Table 6 shows that the aggregate mean score of Challenges Related to project integration challenge is 2.55 (SD 1.057); it means majority of the participants are disagreeing. which indicates that project integration management are not considered as challenge for this project. As PMI (2017) stated Project integration management comprises the processes and activities for identifying, defining, combining, standardizing and coordinating the various project management processes and activities within the project management process groups. Therefore, the project was not faced project integration challenge.

**Table 6: Means and standard deviation of the items in Project Scope Management**

<b>Project Scope Management challenge</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Design discrepancies	99	1	5	3.35	1.128
Incomplete, wrong or not defined Requirements and Specifications	99	1	5	3.75	1.320
Using a poor technical design that does not allow for modification	99	1	4	1.89	.819
Changing requirements late in the project and continuing change requests	99	1	5	4.31	1.007
Project requirements inadequately documented	99	1	5	2.79	1.118
Average mean score	99	1	4.8	3.218	1.078

Source: Own Survey (2021)

Table 7 shows that the aggregate mean score of challenges Related to project scope management is 3.218 (SD 1.078); it means majority of the participants are neutral as to whether the project scope management challenging or not. But, among the five listed scope management factors, majority of the participant agree and strongly agree on Incomplete, wrong or not defined Requirements and Specifications with mean of 3.75(SD 1.320) and changing requirements late in the project and continuing change requests with mean of 4.31(SD 1.007) factors. From existing literature and previous work on the subject Montequin, *et al.* (2016) identified challenges in the area of project scope management, such as continuous or dramatic changes in the initial requirements, incorrect, incomplete or not precisely defined customer requirements, poorly defined specifications, impractical stewardship project perspectives, project requirements incompletely documented as factors in project management.

**Table 7: Means and standard deviation of the items in Project time Management**

<b>Project time Management challenges</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Project schedule delays	99	1	5	4.13	1.242
Too tight project schedule and unrealistic deadlines	99	1	5	3.75	1.373
Inaccurate time estimations	99	1	5	3.99	1.120
Average mean score	99	1	5	3.957	1.245

Source: Own Survey (2021)

The data in Table 8 show that the aggregate mean score of Project time Management challenges is 3.957 (SD 1.245); it means majority of the participants are agreeing in project scope management challenge. Among the listed time management factors, majority of the participant agree on Project schedule delays with mean of 4.13(SD 1.242) and Inaccurate time estimations with mean of 3.99(SD 1.120) factors. Ikediashi, *et al.* (2014) in their study stated that Schedule delays, otherwise known as time overruns, ranked as the highest challenge factor and are considered critical to the failure of projects in Saudi Arabia Infrastructure Projects. Therefore, in the case of CBE head office schedule delay was one of the most challenged factor.

**Table 8: Means and standard deviation of the items in Project cost Management**

<b>Project cost Management challenges</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Inaccurate cost estimation.	99	1	5	3.53	1.248
Lack of Cost Control	99	1	5	3.23	1.185
Cash flow difficulties	99	1	5	4.39	.967
Inadequate funding/capital or poor use of funding/capital	99	1	5	3.02	1.450
Average mean score	99	1	5	3.543	1.212

Source: Own Survey (2021)

The data in Table 9 show that the aggregate mean score of Project Cost Management challenges is 3.543 (SD 1.212); it means majority of the participants are agreeing in project cost management challenge. Among the listed scope management factors, majority of the participant strongly agreeing on Cash flow difficulties with mean of 4.39(SD .967) and Inaccurate cost estimation with mean of 3.53 (SD 1.248) factors. Project management practice depends a lot on forecasting in planning for the projects and the organization and a lot of project failures known in literature are mostly due to wrong estimate or costing problem (Abdulrahman, 2016). Therefore, in the case of CBE head office Cash flow difficulties was one of the most critical challenged factor.

**Table 9: Means and standard deviation of the items in Project quality Management**

<b>Project quality Management challenges</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Use of poor initial testing techniques	99	1	5	1.91	.905
Quality checks not performed at satisfactory level	99	1	5	2.84	1.085
Lack of strict quality control measures	99	1	5	3.28	1.393
Average mean score	99	1	3.75	2.008	0.846

Source: Own Survey (2021)

The data in Table 10 show that the aggregate mean score of Project Quality Management challenges is 2.008 (SD 0.846). This indicates that majority of the participants are disagreeing. which means project quality management was effective. project management institute stated that Project quality management includes the processes and activities of the execution organization that regulate quality policies, purposes, and duties so that the project will satisfy the needs for which it was undertaken (PMI, 2017). From the above table we can conclude that the project implement project quality management effectively.

**Table 10: Means and standard deviation of the items in Project Human Resource Management**

<b>Project Human Resource Management challenges</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Being unable to resolve conflicts.	99	1	5	2.61	1.384
Lack of skilled personnel with adequate capacity	99	1	5	2.83	1.512
Inadequate project structure	99	1	5	2.92	1.113
Lacking clear roles and responsibilities among team members.	99	1	5	2.67	1.325
Wrong selection of project team	99	1	5	2.43	1.230
Average mean score	99	1	5	2.692	1.313

Source: Own Survey (2021)

The data in Table 11 show that the aggregate mean score of Project Human Resource Management challenges is 2.692 (SD 1.313); it means majority of the participants are neutral as to whether the project human resource management challenging or not. From existing literature Alsseri et.al, (2013), project managers who pursue outdated methods of managing and executing projects are paying little attention or even ignoring the assignment of person-related issues within their management programs. From the above table we cannot conclude that whether the project is faced this challenge or not.

**Table 11: Means and standard deviation of the items in Project stakeholders Management**

<b>Project stakeholders Management challenges</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Lack involvement of end users	99	1	5	2.43	1.311
Lack of continuous support from executive.	99	1	5	3.11	1.332
Late identification of stakeholders	99	1	5	1.92	.944
Not obtaining stakeholder approval	99	1	5	3.44	1.379
Low commitment of Stakeholders towards planned projects	99	1	5	2.18	.973
Average mean score	99	1	5	2.616	1.188

Source: Own Survey (2021)



The data in Table 12 show that the aggregate mean score of Project stakeholders Management challenges is 2.616 (SD 1.188). The result confirm that the majority of the participants are neutral as to whether the project stakeholder’s management challenging or not. Among the listed stakeholder’s management factors, majority of the participant agreeing on Not obtaining stakeholder approval with mean of 3.44(SD 1.379). It is serious for project success to recognize the stakeholders early in the project or phase and to evaluate their levels of interest, their individual expectations, as well as their importance and influence (PMI, 2013). From the above table we cannot conclude whether the project stakeholder’s management is challenged or not.

**Table 12: Means and standard deviation of the items in Project communication Management**

<b>Project communication Management challenges</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Lack of professional communication support	99	1	5	3.60	1.316
Lack of effective communication between stakeholders	99	1	5	3.42	1.333
Average mean score	99	1	5	3.51	1.325

Source: Own Survey (2021)

The data in Table 13 show that the aggregate mean score of Project Communication Management challenges is 3.51 (SD 1.325). This is an indication that the majority of the participants have expressed their agreement on the prevalence of project communication management challenge. According to Trocki and Bukłaha, (2016) the Primary objective of Communication Management is to provide the significant stakeholders with the right data at the right time using appropriately selected actions.

Among the listed communication management factors, majority of the participant agreeing on Lack of professional communication support with mean of 3.60(SD 1.325). Investigating the failures in the projects shows that the lack of professional communication support in every phase of the project life cycle can lead to project problems and project failures (Eds. Trocki and Bukłaha, 2016). Therefore, in the case of

CBE head office project communication management is one of the challenge that CBE head office project faced.

**Table :13 Means and standard deviation of the items in Project Risk Management**

<b>Project Risk Management challenges</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Failure to handle Unexpected events	99	1	5	2.78	1.208
Poor risk management	99	1	5	3.38	1.441
Failure to manage expectations	99	1	5	2.77	1.227
Average mean score	99	1	5	2.977	1.292

Source: Own Survey (2021)

The data in Table 14 show that the aggregate mean score of Project risk Management challenges is 2.977 (SD 1.292).; The result underlined that the majority of the participants are neutral as to whether the project risk management challenging or not. But among the factors Poor risk management was the most challenging factors that most of the participant agreed with the mean value 3.38(SD 1.441). According to PMI (2017), project risk management comprises the planning, identification, analysis, and reaction planning and risk control processes of risk management in a project. From the above table we cannot to whether the project is face this challenge or not.

**Table :14 Means and standard deviation of the items in Project procurement Management**

<b>Project procurement Management challenges</b>	<b>N</b>	<b>Min</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Lack of competitive procurement process	99	1	5	2.64	.826
Lack of well-prepared procurement planning	99	1	5	2.59	.915
Lack of transparency and integrity in the procurement process	99	1	5	2.69	.922
Lack of well-prepared contracts with much detail and clear-documentation	99	1	5	3.15	1.224
Average mean score	99	1	5	2.768	0.972

Source: Own Survey (2021)

The data in Table 10 show that the aggregate mean score of Project procurement Management challenges is 2.768 (SD 0.972). This means that the majority of the participants are neutral as to whether the project procurement management challenging or not. According to Manu, *et.al* (2018) where procurement capacity deficiencies are paramount in several countries in the sub-Saharan African region, challenges related to transparency, integrity and accountability are amongst the top most challenges adversely affecting the effectiveness of public infrastructure procurement. But in this project we cannot to whether the project is face this challenge or not.

# **CHAPTER FIVE**

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

### **5.1 Summary of Findings**

From 45 challenging factors identified in the literature participants are agreed as 10 factors with mean above 3.4 are more significant challenges. Four of the identified factors having above mean 3.8 can be considered major or most significant challenging factors. These are Changing requirements late in the project and continuing change requests, Project schedule delays, Inaccurate time estimations and Cash flow difficulties.

About 24 of the identified factors are considered as moderate significant factor as per the opinion of participants. These are: Lack of Project Management Skills and training in project management, Lack of Information technology support, Lack of clearly defined Rules and procedures for project management, Failure to prioritize operational activities or objectives, Limited resources and budgetary allocations for monitoring and evaluation, Gaps in defining key performance indicators, the retrieval, collection, preparation and interpretation of data for monitoring and evaluation, Lack of knowledge on project management process and capturing lessons learned, Design discrepancies, Project requirements inadequately documented, Inaccurate cost estimation, Inadequate funding/capital or poor use of funding/capital, Quality checks not performed at satisfactory level, Lack of strict quality control measures, Being unable to resolve conflicts, Lack of skilled personnel with adequate capacity, Inadequate project structure, Lacking clear roles and responsibilities among team members, Lack of continuous support from executive, Failure to handle Unexpected events, Poor risk management, Failure to manage expectations, Lack of competitive procurement process, Lack of transparency and integrity in the procurement process and Lack of well-prepared contracts with much detail and clear-documentation.

About 11 of the identified factors are considered as less significant factor as per the opinion of participants. These are: Lack of efficient change management, Failure to assign and identify Project Manager early in the project, Lack of Clear vision and goals

of the project, Failure to break down development into phases or clear millstones, using a poor technical design that does not allow for modification, Use of poor initial testing techniques, Wrong selection of project team, Lack involvement of end users, Late identification of stakeholders, Low commitment of Stakeholders towards planned projects and Lack of well-prepared procurement planning.

Analysis of the data based on project management knowledge area give the below result. Challenging factors considered as the most significant areas are Project time Management challenges with average mean score 3.957; Project Cost Management challenges with average mean score 3.543 and Project Communication Management with average mean score 3.51.

Whereas challenge factors considered as moderate are Challenges Related to Enterprise Environmental Factors with average mean score 2.9, project scope management with average mean score 3.218, Project Human Resource Management challenges with average mean score 2.692, Project stakeholders Management challenges with average mean score 2.616, Project risk Management challenges with average mean score 2.977 and Project procurement Management challenges with average mean score 2.768.

Challenge factors considered as less significant are Challenges Related to project integration challenge with average mean score 2.55 and Project Quality Management challenges with average mean score 2.008.

The study attempted to identify major challenges encountered in the practice of project management on the ongoing commercial bank of Ethiopia head quarter project, to evaluate major challenges of project management practice that needs highest attention and forward recommendation for further improvement for other similar projects, and to examine the way how the organization, deal with the challenges of practicing project management.

The study employed both interview and questionnaires to collect primary data. The interview was held with six top level managers from all parties (client, consultant, and contractors) of the project to triangulate the data collected using the survey. The

information gathered was further analyzed descriptively. Hence based on such analysis the following conclusions are drawn:

## **5.2 Conclusion**

From the finding of the study we can conclude that there is agreement among research participants on possible challenges in project management practice of Commercial Bank of Ethiopia head office project.

Ten of identified factors are the most significant or major challenging factors. These are changing requirements late in the project and continuing change requests, project schedule delays, inaccurate time estimations, cash flow difficulties, incomplete, wrong or not defined Requirements and Specifications, too tight project schedule and unrealistic deadlines, Inaccurate cost estimation, not obtaining stakeholder approval, Lack of professional communication support and Lack of effective communication between stakeholders. Henceforward the organization must give high priority and treat these factors separately.

Based on surveying data results showed that from project management knowledge area Project time Management challenges, Project Cost Management challenges and Project Communication Management was major challenges that the project faced.

As learned from the Interview questions the organization way of dealing the challenges are more of retroactive than proactive except in some cases. The majors such as comeback with stakeholders and contractors to together resolve issues; apply discharged damage to compensate the losses; take contractual measures; indicate that corrective actions are taken after a delay on the progress of the project. The study finds that actions such as tight schedule control and applying strategic planning appropriate measures taken by the organization to deal with the challenges in project management. Furthermore, Challenges Related to Enterprise Environmental Factors, project scope management, Project Human Resource Management, Project stakeholders Management, Project risk Management and Project procurement Management needs more attention to implement the project requirement effectively for other similar mega projects.

### 5.3 Recommendation

Based on the summary and conclusions discussed in the above, the following recommendations have been given:

- ✚ For the participated parties and other similar organization work in different project: to improve Project time Management, Project Cost Management and Project Communication Management knowledge areas documented the data for lesson learned for the others and trained the team before the start the project.
- ✚ Stronger weight should be given for Project time Management challenges, Project Cost Management challenges and Project Communication Management factors such as Project schedule delays, Too tight project schedule and unrealistic deadlines, Inaccurate time estimations, Inaccurate cost estimation, Lack of Cost Control, Cash flow difficulties, Inadequate funding/capital or poor use of funding/capital, Lack of professional communication support, Lack of effective communication between stakeholders.
- ✚ In order to meet the stakeholders' requirement, preparing effective Project Management plan, full collection of each requirement, detailed description of project and experience in formal acceptance of projects deliverables as well as project time, cost, and communication should practice properly.
- ✚ Launch project management office will be very supportive in order to identify correlated challenges and to minimize lack well-structured project support office all in client, consultant and contracture side. Project management office (PMO) is a management structure that normalizes the project-related control processes and enables the allocation of resources, methodologies, tools, and techniques. As (PMBOK, 2013) stated the main duties of a PMO can range from providing project management support functions to actually being responsible for the direct management of one or more projects.
- ✚ Furthermore, organizations that involved in different mega project must take into account adopting a well-defined project management methodology. It will improve the performance of the project and fill the gap stated earlier with respect to challenged factors.

#### 5.4 Agenda for future research

Though the present study has enclosed various issues in detail, major challenges encountered in the project, especially knowledge areas of project management at CBE head office project being the core objective of the study, the researcher suggests the following areas of research for an in-depth finding of project management challenge

- ✚ In depth statistical analysis would have been done with the availability of more relevant data avoiding inconsistency found, sometime between client, consultant, and contractors.
- ✚ This study conspiracies other researchers 'aspiration to look the challenges of project management practice in other projects for the effective implementation of the practice of the industry's highest benefit.
- ✚ The response of the participants on some of the identified challenging factors as less significant, this needs further study whether the results are due to effective implementation of best practices or not and also, additional research also required to evaluate project management maturity level of each of the knowledge areas deeply



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# APPENDIX I SURVEY QUESTIONNAIRE

## ST. MARY'S UNIVERSITY

### SCHOOL OF BUSINESS DEPARTMENT IN PROJECT MANAGEMENT

Dear respondents,

I am a graduate student at St. Mary's university School of Business department of project management. Currently I am conducting a research for the completion of degree masters (MA) in Project Management titled "Challenges of Project Management Practice in **COMMERICAL BANK OF ETHIOPIA HEAD QUARTER PROJECTS**". The purpose of this questionnaire is to collect primary data to identify and evaluate the challenges encountered through project management practices in the current Commercial Bank of Ethiopia head quarter project.

Your participation in this research study is volunteer. The response will require 15-20 min of your time. The information provided will be used for academic purpose. The individual survey information will remain confidential and there is no need to write your name.

The questionnaire requires you to consider each question and rank it from strongly disagree to strongly agree. There are no correct or incorrect answers you will be required to answer them based upon your experience in handling the recent project.

If you have any questions regarding this research study, you may contact me at

E-mail: lemsmart2017@gmail.com, Tel 0916989135

Thank you very much for your cooperation,

LemLem Zewdu H/wold

#### SECTION 1: General information of Respondent

##### 1. Age

A.  Below 30 B.  30-40 C.  40-50 D.  above 50

##### 2. Gender:

A.  Male B.  Female

**3. Job Category:**

- A.  Project Team                      B.  Support staff  
 C.  Middle level Manager      D.  Higher Level Manager

**4. Academic Qualification**

- A.  Diploma/TVT                      B.  BA/BSc  
 C.  MA/MSc                              D.  Others; specify.....

**5. Work Experience**

- A.  0 – 5 years                              B.  6 – 10 years  
 C.  11 – 15 years                          D.  More than 15 year

**SECTION II: Survey Questionnaire**

Instructions: Please wisely read each of the following statements and respond by putting an ‘X’ mark on the proper box which best suits your opinion about possible challenges you think are existing in CBE head quarter projects.

**Note:** 1= Strongly Disagree (SD), 2= Disagree(D), 3= Neutral(N), 4= Agree(A) and 5= Strongly Agree(SA)

<b>Q</b>	<b>Challenges Related to Enterprise Environmental Factors</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
		<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>
<b>1</b>	Lack of Project Management Skills and training in project management					
<b>2</b>	Lack of Information technology support					
<b>3</b>	Lack of clearly defined Rules and procedures for project management					
<b>Q</b>	<b>Project Integration Management Challenges</b>					
<b>1</b>	Failure to assign and identify Project Manager early in the project					
<b>2</b>	Lack of efficient change management					
<b>3</b>	Lack of Clear vision and goals of the project					
<b>4</b>	Failure to break down development into phases or clear millstones					
<b>5</b>	Failure to prioritize operational activities or objectives					
<b>6</b>	Gaps in defining key performance indicators, the retrieval, collection, preparation and interpretation of data for monitoring and evaluation					
<b>7</b>	Limited resources and budgetary allocations for monitoring and evaluation					
<b>8</b>	Lack of knowledge on project management process and capturing lessons learned					
<b>Q</b>	<b>Project Scope Management challenges</b>					

1	Changing requirements late in the project and continuing change requests					
2	Incomplete, wrong or not defined Requirements and Specifications					
3	Design discrepancies					
4	Project requirements inadequately documented					
5	Using a poor technical design that does not allow for modification					
<b>Q</b>	<b>Project time Management challenges</b>					
1	Project schedule delays					
2	Too tight project schedule and unrealistic deadlines					
3	Inaccurate time estimations					
<b>Q</b>	<b>Project cost Management challenges</b>					
1	Inaccurate cost estimation.					
2	Cash flow difficulties					
3	Lack of Cost Control					
4	Inadequate funding/capital or poor use of funding/capital					
<b>Q</b>	<b>Project quality Management challenges</b>					
1	Use of poor initial testing techniques					
2	Lack of strict quality control measures					
3	Quality checks not performed at satisfactory level					
<b>Q</b>	<b>Project Human Resource Management challenges</b>					
1	Wrong selection of project team					
2	Lack of skilled personnel with adequate capacity					
3	Inadequate project structure					
4	Lacking clear roles and responsibilities among team members.					
5	Being unable to resolve conflicts.					
<b>Q</b>	<b>Project stakeholders Management challenges</b>					
1	Late identification of stakeholders					
2	Low commitment of Stakeholders towards planned projects					
3	Lack involvement of end users					
4	Lack of continuous support from executive.					
5	Not obtaining stakeholder approval					
<b>Q</b>	<b>Project communication Management challenges</b>					
1	Lack of professional communication support					
2	Lack of effective communication between stakeholders					
<b>Q</b>	<b>Project Risk Management challenges</b>					
1	Poor risk management					
2	Failure to manage expectations					
3	Failure to handle Unexpected events					
<b>Q</b>	<b>Project procurement Management challenges</b>					

<b>1</b>	Lack of well-prepared procurement planning					
<b>2</b>	Lack of competitive procurement process					
<b>3</b>	Lack of transparency and integrity in the procurement process					
<b>4</b>	Lack of well-prepared contracts with much detail and clear-documentation					



## APPENDIX II INTERVIEW QUESTIONS

### Interview Questions

1. What is your role on the project (CBE head quarter)?

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2. What are the major challenge/s related to project management practice in CBE head quarter project?

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3. What is the impact/s of the mentioned challenges in the project?

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4. How does your organization deal with those challenges?

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5. Please mention those challenging factors that CBE head quarter project faced and ranked it?

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