ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATESTUDIES

INSTITIUTION OF MASTERS OF ART IN PROJECT MANAGEMENT

ASSESMENT OF PROJECT MANAGEMENT PRACTICE AND CHALLENGE OF CONSTRUCTION PROJECT THE CASE STUDY OF YOTEK CONSTRUCTION BUILDING PROJECT

BY

JEMILA WASSIE

JUNE 2022

ADDIS ABABA

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ID NO.SGS/0474/2013 A

ADVISOR YILIKAL WASSIE (PHD)

A RESERCH PROJECT SUBMITTED TO
ST. MARY'S UNIVERSITY, INPARTIAL FULFILLMENT
OF REQUIREMENTS FOR AWARDS OF MASTERS OF
ART IN PROJECT MANAGEMENT

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I hereby declare that the work entitled: “Assessment of project management practice and challenge of construction project the case study of YOTEK construction building project" in Addis Ababa is the result of my own effort and study, and that all sources of materials used for the study have been properly acknowledged. Except for the guidance and suggestions of my Research Advisor, I created it entirely on my own. This research has not been submitted for a degree at this or any other university. It is provided in partial fulfillment of the requirements for the award of a Masters of Art in Project Management.

Declared by: Jemila Wassie Signature;

Yilikal wassie (PHD**)** Signature:

CERTIFICATION

This is to certify that Jemila Wassie has carried out this research project on the topic entitled “Assessment of project management practice and challenge of construction project the case study of YOTEK construction building project " under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project and Management.

Yilikal Wassie (PHD)

Signature_____

Date_____

Addis Ababa, Ethiopia

ACKNOWLEDGMENT

I dedicate this entire work to Allah Almighty, who made everything possible by bestowing upon me strength, health, courage, and inspiration throughout my education, as well as to all of my family and friends for their advice, support, and encouragement in my academic success. My heartfelt thanks also go to Yilkal Wassie (PhD), my thesis advisor, for his academic guidance throughout the completion of this project. Furthermore, I appreciate the study organization's assistance.

ACRONYMSANDABBREVIATIONS

SPSS - Statistical Package for Social Science

PMBOK – Project Management Body of Knowledge

CSFs – Critical Success Factors

PMI – Project Management Institute

WBS -Work Breakdown Structure

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ABSTRACT

The goal of this research is to carry out "Assessment of project management practice and challenge of construction project the case study of YOTEK construction building project " in Addis Ababa. The primary goals of this project are as follows: first, to investigate project management practices during the project's initiation, execution, monitoring and controlling, and closing phases; second, to identify the major project management challenge; and third, to describe the solution to the project Management Challenge. Employees of the company was involved in the sampling, and all information gathered, reviewed, and formalized from the literature review was collected, reviewed, and formalized. For this study, a mixed quantitative and qualitative approach was used, and a structured questionnaire was distributed to the Construction Engineer, Office Engineer Division head, Office Engineer, Site Engineer, Quantity Surveyor, and Resident Engineer on the Consultant side, as well as additional documented sources, including interviews. Primary data needed for the study was collected from 37 respondents which are selected used Purposive sampling obtain key informants considered knowledgeable about, and central to, project management that best may represent building Construction. The collected data was analyzed with the help of SPSS version 20.0. Then the data presented quantitatively using descriptive statistics with the help of table, frequency and percentage. Semi-structured interview was also conducted with respondent, and analyzed qualitatively by integrating secondary data obtained from Yotek construction reports. The findings of their search is analyzing the practices of project management in building construction projects undertaken by Yotek Construction from the phase starting projects up to closed out which is indicated by Average mean for the project management practice in initiation, planning ,executing, monitoring and control and closing phase is about 3.89,3.86,3.68, 3.0239 and 3.62 respectively, it is recommended that the project manager should understand project goals and objectives, check the statements that related to the practices of project management in each phases of the project. Such as initiation, planning executing, monitoring and control and closing. In addition to this the project manager and the project team should manage the ten knowledge area to meet the project successfully.

Keywords: Project management practices, project management challenges, Project management knowledge area

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study and Organization

A project is a transitory endeavor to develop a one-of-a-kind product, service, or outcome, as well as a one-of-a-kind undertaking having a beginning and an end, carried out by people to accomplish predetermined objectives within budgetary, scheduling, and scope constraints (PMI, 2008).

They are the foundations for producing new capital and maintaining the flow of goods and services. The goal of project management is to achieve the project's planned objectives (economic development, generation of additional capital, etc.). Any project's success is determined by how quickly it is completed, how much it costs, and how well it performs according to the original design. In contrast to the advancement of project management practices, such as the exploration of new guidelines and standards (PMI, 2013), both project and non-project oriented organizations, including both developed and developing countries, are grappling with the rehabilitation of non-performing projects (Navaretti, et al, 2017). In developing economies, such as Africa, the impact is significant.

According to research, using project management methods allows businesses to be more efficient, productive, and competitive in an ever-changing, complicated, and unpredictable environment (PMI 2009; Ika 2017). After identifying a number of variables that contribute to project failure, including planning, implementation, monitoring, and control issues, Attarzadeh and Ow (2008) advocate that excellent project management practices be used to prevent these failure factors, resulting in project success. As a result, this Research focuses on the practice and challenges of project management, with a special focus on several projects done by the Addis Ababa Yotek construction building project.

In Ethiopia the construction industry shares 16 % of the GDP. There is unexploited Potential of the sector. Therefore, Yotek Construction Plc. has to stand competitive and grow itself to a leader ship stage in the local market which will encourage the construction to enter into international market. Yotek Construction P.L.C is one of the biggest companies in the country. And has good reputation locally. It’s well-known by its quality performance and completing projects on time. At this point in time it has huge volume of work in

hand. The construction has satisfactory market share. The construction has good working culture and solid management team, which has competent capacity. Organization position against Competitors and Direction it follows YOTEK CONSTRUCTION P.L.C. has started from scratch more than Twenty years ago as many other companies but continues to grow tremendously by turning its turnover double over the years and reached more than a billion birr turnover a year for the last seven years.

The company has accomplished a lot and is now one of Ethiopia's few large construction companies. However, to get to where it is today, it has had to overcome many challenges, particularly in the last three and a half years, due to economic turbulence and security issues throughout the country, the pandemic, and a variety of other factors that slowed down the industry and forced many companies with the same status as YOTEK out of the market.

As a result, the company has made some critical decisions that can help it overcome the problems, such as changing the management system and introducing shareholders, which will help the company to stand firm.

YOTEK Construction Company engaged on Real Estate construction, Road construction and different building construction work. The company creates job opportunity for more than 650 workers that are engaged on different construction projects and head office level. Out of which 134 have been working in Addis Ababa construction project.

1.2 Statement of the Problem

Projects are needed to be completed within the time frame, budgeted cost and required quality. However, many projects take longer time to complete, cost more than necessary and some projects are cancelled because of inefficient planning, execution, controlling and related challenges directly and/or indirectly related with it (Richard A. 2012). According to Koshe , W., & Jha, K. N. (2016).study on the Ethiopian construction industry, only 8.25 percent of projects in Ethiopia have been completed by the original completion date. As a result, construction project delays are a critical and serious problem in Ethiopia.

There are several evidence from ongoing project and review of documents cast doubt on effectiveness of project management practice and challenge in Ethiopia construction there has been an extend delay cost and quality in some of project and there were some an attended goal of project. This problem is believed to be among other factor due to lack of efficient project management. Previous literature regarding building Construction in one study Most of them focus on single aspects project management issues such us stockholder management, risk management, planning and monitoring and evaluation, Quality of work, Cost

overrun and still unsolved issue.. But a challenging factor in one area will have a significant ripple affect all other related areas. My studies are distinct from those of others clearly shows to close gap by evaluating project management practice and challenges in the Yotek construction building project Carries out all facets of project management practice From the planning stage to the closing stage, the most significant areas for challenges are scope management challenges, quality management challenges, stakeholder management challenges, communication management challenges, and risk management challenges and find the solution Those comprehensive views of all project management practice and challenge are necessary in order to effective project management being implemented. In line with, the study intended to fill this research gap to identify and evaluate major practice and challenge in construction on YOTEK building Construction in all project management.

1.3 Research Questions

- How does the implementation of project manager and project team practices project management In initiation ,Planning, Execution, Monitoring and control and closing phase in YOTEK construction project
- What is the major challenge that affect project management Practice in YOTEK construction project
- How does YOTEK construction deal with the challenges of project management on basic knowledge areas

1.4. Objectives of the study

1.4.1. General Objective

The general objective of this research is to assess the project management practices and challenge of YOTEK Construction Projects

1.4.2. Specific Objectives

- To describe the implementation of project management practice at initiation, planning, Execution, Monitoring and Controlling and Closing phase in YOTEK Construction project
- To Identify major challenge that affect project management Practice in YOTEK construction project
- To assess the project team and manager can tolerate the problems that face during Each phases of construction projects

1.5 Significant of the study

This research has a substantial body of work that provides a wealth of useful insights that are beneficial to organizational project management practice. This research paper is critical in identifying gaps in project management of building infrastructure projects. And the significance of recognizing and challenging YOTEK Construction's project management flaws. It will provide insight by exposing the discovered flaws in YOTEK Construction's project management and challenge, allowing it to conduct similar building projects that are currently being undertaken or will be undertaken in the future more effectively. This publication will also contribute to the project management knowledge domain by serving as a reference on the subject.

1.6 Scope and Limitation of the Study

The goal of this study is to evaluate the YOTEK Construction project's project management technique and challenges. The outcome will provide an overview of the gaps discovered throughout the project management of YOTEK Construction building project. Finally, after examining the discovered gaps, it will make recommendations on how to close the gaps so that future initiatives can benefit from this research. The limitation of study was focus on only in Addis Ababa Building projects that undertaken in YOTEK Construction building project. The results therefore were limited with regard to generalizations, and therefore, is not a complete representation of the entire YOTEK Construction building project.

1.7 Organization of the Study

This research is divided into five sections. The first chapter contains an introduction, background of the study and organization, statement of the problem, the research question, and objectives of the study, Significance of the study and limitations of the study. The second chapter includes a review of the literature (both theoretical, Empirical and Conceptual) on project management standards and practices. While the third chapter research methodology part covers research design, target population; sampling techniques, sample size and data collection tools, chapter four which is data analysis and findings part reveals findings and analysis from both qualitative and quantitative data collected from the instruments are analyzed and described exhaustively. The last chapter, chapter five that is the summery finding, conclusion and recommendation part concludes and recommends.

1.8 Operational Definitions of Key Terms

A project -is a transitory, decisive beginning and definitive finish to an undertaking undertaken to Develop a one-of-a-kind product or service.

Knowledge Areas: A knowledge area is a specific aspect of project management such as time Management, cost management, procurement management, stakeholder management, and so on.

Project management: is the application of information, skills, tools, and technology to all project work in order to meet or successes stakeholder demands and expectations.

Project management processes: -are the specific methodologies that companies build to manage all system applications in a company in order to achieve its goal.

Project Management Process Success: - This focuses on the project process and, in particular, the successful completion of a project on cost, time, and quality objectives**.**

Project Management Process Success Criteria: -values that can be used to measure and evaluate project success.

Project Charter: A document provided by the project initiator or sponsor that formally authorized the project's existence and delegated authority to the project manager to deploy organizational resources to project activities.

Initiating: are referred to as Tasks and activities that conceptualize and/or authorize the project or phase. It can include actions such as identifying project objectives, scope, purpose, and deliverables.

Planning: activities and tasks that define and refine project objectives and inform everyone involved of where you're headed and how you're going to get there.

Execution: actions and related tasks that coordinate resources to carry out the plan, with the primary goal of delivering the intended project results (deliverable and other direct outputs).

Monitoring and controlling: it is a regular monitoring and measuring progress to identify variances within the plan so that corrective actions can be taken if necessary**.**

Closing: This involves handing over the deliverables to your customer, passing the documentation to the business, canceling supplier contracts, releasing staff and equipment, and informing stakeholders of the project's closure.

CHAPTERTWO

2. LITERATURE REVIEW

The main objective of this chapter is to provide an understanding to the concept of project, Project Management, project management challenges and the context of project management practice in YOTEK construction building project to help us underline the research subject and objectives.

2.1 Theoretical Review

2.1.1 Definition of Project

According to (Kerzner, 2013), a project is any series of activities and tasks that: have a specific objective, with a focus on the creation of business value, must be completed within certain specifications, have defined start and end dates, have funding limits (if applicable), consume human and non-human resources (i.e., money, people, equipment), and are multifunctional (i.e., cut across several functional lines).All projects have one thing in common: the transformation of ideas and activities into new ventures

2.1.1.2 Project Life Cycle and Project Phases

According to Martinic et al. (2012), a project life cycle is a collection of sequential and sometimes overlapping project phases. All projects, regardless of size or complexity, can be mapped to a generic life cycle structure, as shown in Figure 1.1

- Starting the project,
- Organizing and preparing,
- Carrying out the project work, and Closing the project
- Closing the project

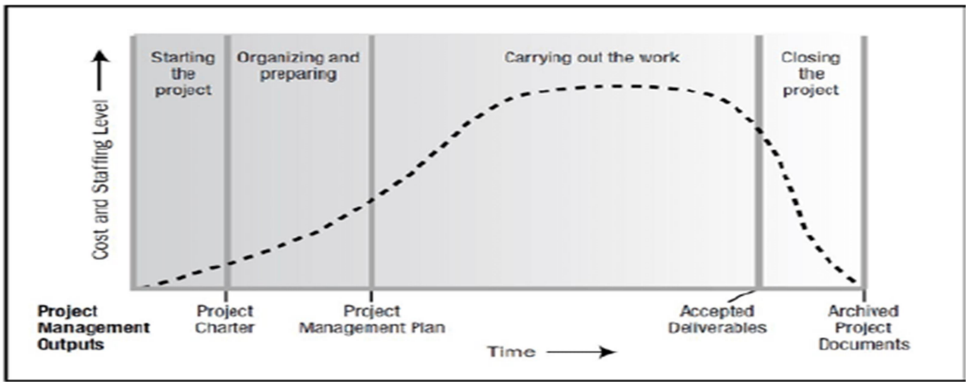


Figure 1.1 Typical Cost and Staffing Levels across a Generic Project Life Cycle Structure

A project phase is a grouping of logically related project activities that culminate in the completion of one or more deliverables. A phase may highlight processes from a specific project management process group, but it is likely that most or all processes will be carried out in some form in each phase. The phase structure divides the project into logical subsets and serves as a formal basis for control. Each phase is formally started to specify what is permitted and expected for that phase. The start of a phase is also a good time to revalidate previous assumptions, review risks, and define in greater detail the processes required to complete the phase deliverables.

The project phase is usually completed and formally closed with a review of the deliverables to ensure completeness and acceptance. PMI, 2013; Martinic et al., 2012.The number of phases, the need for phases, and the level of control used are determined by the project's size, complexity, and potential impact. Regardless of the number of phases that comprise a project, all phases share common characteristics:

- The work has a distinct focus that distinguishes it from the previous phases. This frequently Involves multiple Organizations, locations, and skill sets.
- Achieving the phase's primary deliverable or objective necessitates controls or processes that are unique to the Phase or its activities.
- A phase concludes with some type of transfer or hand-off of the work product produced as the phase deliverable. This phase's end represents a natural point to reassess the activities currently underway and, if necessary, change or terminate the project.

2.1.2 Different Approaches to Project Management

Methodology of Project Management Maintaining an appropriate project management methodology is critical to the organization's success. While organizations use repeatable processes on projects, adopting and adhering to an appropriate project methodology is critical. A repeatable process that can be used on every project is more likely to lead to project management excellence or maturity. The project management methodology refers to this repeated process. Companies should, if at all possible, maintain and support a single project management methodology (Kerzner, 2017). Good methodologies are best practices and can lead to sole source contracting based on the methodology's ability to consistently deliver quality results and the customer's faith in the methodology (Kerzner, 2018). A technique, tool, method, or approach used effectively to achieve the desired outcome is referred to as project management methodology. Project management body of knowledge (PMBOK) and projects in controlled environment (PRINCE2) are two examples of effective project management methodologies.

According to (Kerzner 2017), the following characteristics of a good methodology based on integrated processes are desirable: a recommended level of detail, Using templates, Techniques for standardizing planning, scheduling, and cost control, Standardized reporting format for internal and external use, Adaptability for use in all projects, Flexibility to allow for rapid improvements, The customer will find it simple to understand and follow. Easily accepted and used throughout the organization, Utilization of standardized lifecycle phases (which may overlap) and end-of-phase reviews Rather than policies and procedures, guidelines are used. As a result, selecting the best project management methodology to carry out projects in an organization is a critical step. There are numerous and, in some cases, overlapping methodologies and approaches for dealing with project complexities. Agile, waterfall, and PRINCE2 are some of the most popular project management methodologies.

2.1. 3 Project Management Success and Failure

According to PMI (2017), the project management metrics of time, cost, scope, and quality have traditionally been the most important factors in defining project success. Practitioners and scholars have recently determined that project success should also be measured with regard to achievement of project objectives. Project stakeholders may have different ideas about what constitutes a successful project completion and which factors are most important. It is critical to clearly document the project objectives and to choose measurable objectives. Three questions should be answered by the project manager: What does success look like for this project? How will success be determined? And what factors might have an impact on success? The project manager should document and agree on the answers to these questions (PMI, 2017).

As a result, it is possible for a project to be successful in terms of scope, schedule, and budget while failing in terms of business (PMI, 2017). Furthermore, Triant and Dennis (2008) identified the following factors as essential for achieving these three goals: good project definition and a sound business case; appropriate project strategy; strong support for the project and its manager from higher management; availability of sufficient funds and other resources; firm control of changes to the authorized project; technical competence; a sound quality culture throughout the organization; a suitable organizational structure; appropriate regard for the health and safety of everyone involved in the project; good project management.

This brings us to the concept of critical success factors (CSFs); (Kerzner, 2018) believes that success factors are defined early in the project or program, even before actual contracts are signed, and are a direct result of the project's or program's strategic goals. CSFs vary depending on the project, but here

are a few that apply to a wide range of projects (Kerzner, 2018): Customer involvement at an early stage; high quality standards Processes have been defined, and gate reviews have been formalized. Organizational structure of a cross-functional team; Control of requirements; prevention of scope creep; commitment to schedules; disciplined planning to an appropriate level of detail; and objective and frequent tracking Commitment of resources; appropriate skill level at the appropriate time; Communication between internal teams and with the customer Early risk identification, management, and mitigation; no surprises; and unparalleled technical execution based on stringent engineering.

2.1.4 Project Failure

A project is considered a failure if it fails to meet the expectations of the stakeholders and the failure incident of the project is associated with cost, quality, and time considerations (Saxena, 2016). According to Saxena (2016), a significant portion of project failure is associated with the consideration of not meeting specific targeted benefits for business cases. The failure of the project was caused by a number of factors, not just one. There are several factors that contribute to the project's failure. It is obvious that anything contrary to the success indicator of project work can be regarded as failure (Saxena, 2016). According to Montequin et al. (2016), 'failure' is defined as the systematic and widespread noncompliance with the criteria that define a successful project.

2.1.5 Project Management Knowledge Area

The Project Management Body of Knowledge, PMBOK, (2013), published by the Project Management Institute, organizes project management skills around ten knowledge areas.

2.1.5.1 Project Integration Management Challenges

The processes and activities used to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups are referred to as project integration management (PMI, 2017).

Project Integration Management encompasses seven major processes from project inception to project completion. As a result,the majority of the challenges identified in the literature fall within this knowledge domain. The first challenging factor identified in this category is the failure to assign and identify a Project Manager early in the project. Project Integration Management is a project manager-specific term. Whereas other Knowledge Areas can be managed by specialists (for example, cost analysis, scheduling specialists, risk management experts), Project Integration Management cannot be delegated or transferred (PMI, 2017). Hence A project manager should be identified and assigned as

soon as possible, preferably while the project charter is being developed, and always before the project begins planning (PMI, 2017).

The project manager's skill, competency, and leadership are also important factors. According to XABA (2011), project managers are held accountable in most organizations for the successful completion of complete projects. This success is becoming increasingly dependent on project managers' ability to acquire and apply skills and competencies. Another significant challenge factor identified is a lack of clarity in goals and missions. The primary advantages of developing a Project Charter process are that it provides a direct link between the project and the organization's strategic objectives (PMI, 2017). The project management plan specifies how the project will be carried out, monitored, controlled, and completed (PMI, 2017). One of the challenges that prevent projects from being completed successfully is a lack of proper planning (Stephen, 2018).

Poor planning does not provide a coherent mechanism for project implementation. As a result, employers and team members are unsure what to do, when to do it, and how to do it at various stages of the project (Stephen, 2018). A detailed project plan should be documented, including how the Project Manager keeps track of information about each project, such as project time, cost, duration, client name, start and end date, requirements changes, and client comments and feedback.

Monitoring and evaluation objectives that are not measurable cannot be used to evaluate project performance and achievements or to communicate project results (Tengan &Aigbavboa, 2016).Hence Limited monitoring and evaluation resources and budgetary allocations, as well as poor data quality, gaps, and inconsistencies, are significant challenges identified for this study.

2.1.5.2 Scope Management Challenges

Project scope management entails the processes necessary to ensure that the project includes all of the work required, and only the work required, to successfully complete the project (PMI, 2017). The primary goal of project scope management is to define and control what is and is not included in the project. According to Mirza, Pourzolfagha, and Shahnazari (2013), a major contributor to failed projects is a lack of understanding or definition of project and product scope at the outset of the project.

A properly defined and managed scope results in the delivery of a quality product to stakeholders at an agreed-upon cost and within specified timelines. According to Mirza et al. (2013), a project scope addresses the work required to produce project deliverables. The project scope is limited to the work required to complete the project objectives. A product scope, on the other hand, is the attributes and

characteristics of the project's deliverables. The product scope is determined by the requirements; whereas the project scope is determined by the project plan. There is little chance of success without an agreed-upon and documented vision.

Each project must clearly define and document its scope in order for the project to move forward in a coordinated manner and requirements to be written (Mirza, et al., 2013). In building projects, Triant and Dennis (2008) believe that every project should be defined as precisely and completely as possible before it can begin. The customer's specification should lay out all of the requirements in clear terms so that both the customer and the contractor can understand and interpret them correctly. However, it must be admitted that some projects are so fraught with uncertainty that they cannot be adequately defined before work begins (Triant & Dennis, 2008).

2.1.5.3 Quality Management Challenges

The processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will meet the needs for which it was undertaken are referred to as project quality management (PMI, 2017).According to Amalraj et al. (2007), quality assurance and quality control should be managed by the parent company rather than a contractor or other third party. Prior to the start of the work, the parent company must review and approve job-specific construction contractor quality plans. In their survey, Montequin et al. (2016) identified poor or non-performance of quality checks as a constraining factor in project management.

2.1.5.4 Time Management Challenges

Project time management encompasses the processes required to manage the project's timely completion (PMI, 2017), and a project's scheduled time frame is critical. And the chances of successfully completing a project under unrealistic deadlines are generally unfeasible. In their study, Ikediashi et al (2014) stated that schedule delays, also known as time overruns, are the highest challenge factor and are considered critical to the failure of projects. Furthermore, inadequate planning by contractors and project managers, poor site management by contractors, insufficient experience managing projects, and delays in client payments to contractors are factors that contribute to schedule delays. Ikediashi et al (2014).

In their study (Hong and SUN, 2006), they identified control measures for effective mass infrastructure project time management. Examine the overall construction progress organization provided by the main contractor, as well as the critical path and milestones of the schedule network. Dynamically monitor project execution in accordance with annual, seasonal, and monthly schedule reporting. Furthermore, use a computer-aided system to manage the schedule, network control, and check construction progress

records every day, every week, and every month. Arrange the lag relationship between the activities in a logical way.

2.1.5.5 Cost Management Challenges

According to (PMI, 2017), project cost management consists of three major functions: cost estimating, budgeting, and cost control. The cost management function's task is to generate information for internal users who require accurate, detailed, and frequent economic data to make decisions (Kujala et al., 2014). Project management practice is heavily reliant on forecasting in project and organizational planning, and many project failures documented in the literature are primarily the result of incorrect estimates or costing issues (Abdulrahman, 2016). Kujala et al. (2014) identified major cost management challenges in their empirical study on the challenges of complex projects.

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

2.1.5. 6 Human Resource Management Challenges

The processes that organize, manage, and lead the project team are referred to as project human resource management (PMI, 2017). The greatest challenge of project management practice in the twenty-first century is the need for human resources in project management (Mir & Pinnington, 2014). Human resources plan and execute the project, and it is critical to ensure that project teams are competent enough to successfully manage the project and exceed stakeholders' expectations. Every project requires a unique set of human resources with specialized skills. Most of the time, it is difficult to find the right employees for the project, and this staffing issue may have several consequences for the project's success (Abdulrahman, 2016).

2.1.5.7 Risks Management Challenges

Project risk management, according to PMI (2017), entails the processes of risk management planning, Identification, analysis, response planning, and risk control on a project. Risks are common causes of Project Delays or cost overruns. Continuing on that theme, risk management should be viewed as a Management tool designed to improve planning, budgeting, performance management, and other core Business processes. Risk management also assists management in making more informed business Decisions about achieving strategic or operational Objectives, and may even highlight the need to change The strategy entirely due to an unacceptable level of risk.

2.1.5.8 Communication Management Challenges

According to Trocki and Bukaha (2016), the primary goal of communication management is to provide relevant stakeholders with the right information at the right time through the use of appropriately chosen measures. In other words, the transfer of information with details that correspond to the customer's expectations while minimizing communication barriers that may distort the communication process and hinder mutual understanding of a message. Investigating project failures reveals that a lack of professional communication support at any stage of the project life cycle can lead to problems and project failure (eds. Trocki and Bukaha, 2016When it comes to starting a project, the most common issues are those related to a lack of identification of stakeholders, communication needs and their sources, and insufficient communication with key stakeholders.

2.1.5.9 Stakeholder Management Challenges

Project stakeholder management encompasses the processes required to identify the people, groups, or organizations who may have an impact or be impacted by the project, analyze stakeholder expectations and their impact on the project, and develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution (PMI, 2017). The number of stakeholders involved, all of whom are heavily involved throughout the project life cycle:

As a result, reaching a consensus among these stakeholders is extremely difficult. According to a literature review, the primary causes of project failure are a lack of stakeholder engagement, a lack of user involvement, and a lack of executive support. Top management support is one of the most important factors in project completion. Xaba(2011). Typically, the level of support provided by the functional manager is determined by the level of support provided by top management (Xaba, 2011). Pinto and Slevin (1987) identified top or divisional management support for the project, which has been communicated to all parties involved, as an important critical success factor.

2.1.5.10 Procurement Management Challenges

Project procurement management encompasses the processes required to purchase or acquire products, services, or results from sources other than the project team (PMI, 2017). According to Manu et al. (2018), where procurement capacity deficiencies are prevalent in several Sub-Saharan African countries, challenges related to transparency, integrity, and accountability are among the top most challenges affecting the effectiveness of public infrastructure procurement.

In the delivery of infrastructure projects, procurement-related project management factors are also evident. Through survey questionnaires, Babatunde et al. (2012) identified three critical success factors in procurement management: a competitive procurement process, a thorough and realistic cost-benefit analysis, and transparency in the procurement process. Truong et al. (2008) found that large contractors

used an effective procurement system that included well-prepared material procurement planning, clear-documented solicitation, and transparent selection among potential suppliers, and well-managed relationships with suppliers in their study of benchmarking approach. Truong et al. (2008) believe that more specific and detailed contract documents are essential for avoiding future disputes.

According to Manu et al. (2018), where procurement capacity deficiencies are prevalent in several Sub-Saharan African countries, challenges related to transparency, integrity, and accountability are among the topmost challenges affecting the effectiveness of public infrastructure procurement.

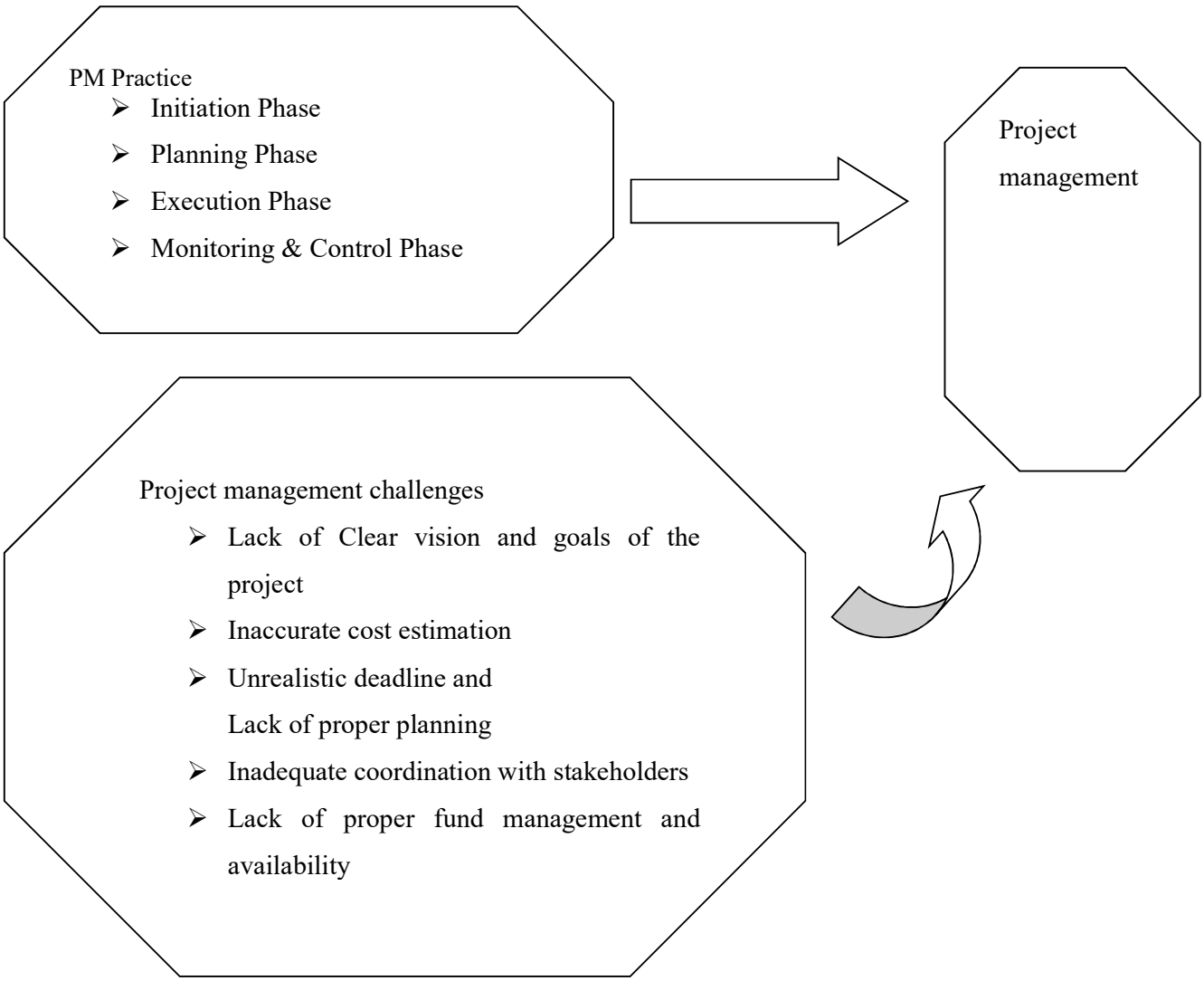
2.2 Empirical Literature review

The following studies were conducted on the assessment of project management for different organizations.

- According to Syed M. Ahmed (2003), the descriptive research method was employed by the Researcher. Interviews and questionnaires were used to obtain data the primary goal of this study is to learn the perspectives of the many stakeholders participating in the project on the causes and types of delays. According to the findings, consultants are responsible for doing design-related tasks in collaboration with the project's client. In addition, according to the report, code, design, and construction-related concerns have a negative impact when compared to payment delays.
- Frezewed (2016) conducted a research to identify project risk management practices in the Batu and Dukem Town water supply projects. The descriptive research method was employed by the Researcher. Interviews and questionnaires were used to obtain data. The study's findings found that there is no policy or guideline in place to help project managers manage risks.
  There is also no Common risk management process in place within the projects.
  The findings of the Study confirmed that risk management is used to some extent, however there Is a disconnect between the theory of Project risk management that should be used and the Actual practice used by the two water supply Projects.

2.3 Conceptual framework

The application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements is referred to as project management. Project management is achieved by implementing and integrating the project management processes of initiating, planning, executing, monitoring and controlling, and closing. Several reviews of literature revealed that variables considered as success factors for project management practice are similar to variables identified as reasons for failure when stated negatively. Though projects are not declared failed, these variables can be a source of difficulty in project management. As a result, proactively addressing these challenges aids in avoiding any potential situations that may become impediments to the effective implementation of project management.



Source: Developed by the author based literature review

Figure 2.1 Conceptual frameworks

CHAPTER THREE

3. RESEARCHMETHODOLOGY

3.1 Introduction

This chapter aims to provide an overview of the methodological approaches and research design selected to assess the different challenges and project management practices in Construction projects followed by Yotek Construction building Project

Methodologies for gathering, organizing, and analyzing data are referred to as research methodology. Research technique is a collection of approaches that work together to offer data and findings that are relevant to the research question and the researcher's goals. The research design, target population, sampling techniques and sample size data collection instrument, data analysis, reliability, and ethical considerations are all discussed in this chapter.

3.2 Research Approach and Design

The blueprint for achieving study objectives and answering questions is the research design. In other words, it's a master plan that lays out the processes and procedures for gathering and evaluating data.

The descriptive Study was adopted undertaken in this study to evaluate project management practice and to challenge the Yotek construction building project. A descriptive research design method was used to summarize the data obtained from survey and was analyze by calculating the frequency of the response, , percentages ,the average/mean, standard deviation using Statistical package for social sciences (SPSS)Software,version20 and the result was present in table

Typically, descriptive research design is concerned with describing the characteristics of a phenomenon. It can be used to calculate the proportions of a population that have these characteristics (Cooper & Schindler, 2014).

The reasons for believing that this design enables us to identify and define the opinions and attitudes held by study participants regarding project building challenges and practices.

Research approach was selected based on research purpose, the nature of research, the problem area, and research question and there mixed research approach including quantitative and qualitative approach.

A mixed approach is useful to capture the best of both quantitative and qualitative approaches. Thus, in order to achieve the objective of this study and answer the research questions mixed research approach was use. The concept of combining different methods most likely originated in 1959, when Campbell and Fiske investigated the validity of psychological traits using a variety of methods. They encouraged others to employ their "multi-method" to examine multiple approaches to data collection in a study.

This prompted others to use mixed method recognizing that all methods have limitations; researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods.

Another reason to use mixed approach data is that the methods can serve a larger, transformative purpose, such as changing and advocating for marginalized groups, such as women, ethnic or racial minorities (Creswell, 2003).

3.3 Target Population

This study's population was drawn from the YOTEK construction project who are directly involved in the project work in Addis Ababa. The study was only include permanent employees and engineering educational background and engaged in building construction projects. Comprises the main parties namely Contractor (Project Manager, safety engineer, construction engineer, Office engineer division head, office engineers, site engineers, quantity surveyor, surveyor, electrical engineer, sanitary engineer & others) and Resident Engineer in Consultant side. The available total employees who serve study respondents were as 43respondents.

3.4 Sample Size Determination

There are different building Construction projects undergoing in Addis Ababa and the data obtained from the authority reveal that about most of the total building Construction project are running out of their schedule. A target population of the sampling contains different team (Human resource team, procurement, Finance team, and Engineering team)side with varying information on the research topic with their nature of job, it would be better to select groups who practical experience on the subject matter (Project Manager , safety engineer, construction engineer, Office engineer division head ,office engineers, site engineers, electrical engineer, sanitary engineer & others and Resident Engineer in Consultant and The available total employees who serve study respondents were as 43 respondents in building project undergoing in Addis Ababa . As a result, the researcher was obligated to use Non probability sampling technique select purposive sampling technique, obtain key informants considered knowledgeable about, and central to, project management that best may represent building Construction.

In this regard, various literatures support the rationale for and benefits of purposive sampling, stating that "purposive sampling is a beneficial sampling strategy that allows a researcher to obtain information from a sample of the population that one believes knows the most about the subject matter." Walliman is a character in the film Walliman (2006). According to Saunders, et al. (2009), if the sample size is small and a focus group is the goal, a purposive sampling strategy allows for the

selection of the person who understands the most about the subject area. Purposive or judgmental sampling, according to Saunders, allows you to apply your judgment to choose cases that will best enable you to answer your research question(s) and accomplish your objectives.

3.5 Data source collection methods and Procedure

Data collection is simply how research information is gathered. To the study was employed two general source of data collection, namely primary and secondary source data collection system.

Primary Sources

The primary sources of data were collected from the selected sample of population using both the two

Methods of questionnaire and personal interviewing were used.

Questionnaires: used to collect a wide range of opinions from the experience professional people working in different construction sites and collect real information from them. The survey questionnaire was developed and distributed to various employees.

Sampling of population from which information is desired. Questionnaire is a document containing all Respondent's answers or reactions. A five Likert scale survey was used to assess the project management Process group implementation practices. Response choices on the questionnaire was coded as 1= strongly , Disagree, 2 = Disagree, 3= Neutral, 4=Agree and 5= strongly Agree

In this research, the questions in the questionnaire were designed based on the Questionnaire was adopted from a research done by Birhanu .E (2020)-"the Practice and challenge of project Management at Addis Ababa City Authority: A Case of Betel Augusta Road Project" (2020). After editing and rewording based on comment of my advisor, the questionnaires were distributed to the study participants. The distributed questioners were collected and entered into the Statistical Package for the Social Sciences (SPSS) software to enable the carrying out of the analysis. The studies targeted were 43 participants; however, 6 respondents were not returned the paper and Only 37 participants were correctly filled and returned the questionnaires

Interview: An interview is a special case of social interaction between two or more persons and as such is subject to the same rules and restrictions as other instances of social interactions. Interview was hold obtained from questionnaires for free from biased

Secondary Sources

Secondary data sources are gathered from Different literatures are assessed; journals published and unpublished delay related documents, books, articles, annual reports of the organization, research reports, directives and internet are used in securing secondary sources of data.

3.6 Validity and Reliability of the Instrument

3.6.1 Validity of the Instrument

Validity is the accuracy of the results that can be gotten from data collected using the research tools. Validity is the degree to which an instrument measures what it is supposed to measure. It refers to the appropriateness, meaningfulness and, usefulness of evidence that is used to support the interpretations (Cooper & Schindler, 2003).Validity of the questionnaire was done through consultations with the advisor feedback to minimize errors due to improper design elements question wording ,sequence and sufficient coverage of questions**.**

3.6.2 Reliability of the Instrument

The reliability of a research instrument is the extent to which the instrument yields the same results on repeated measurements. Reliability test was be done to check whether the questionnaire consistently reflect what it mean measure or not. To test of reliability of the instruments, was conducting Cronbach's alpha used as a measure of internal scale consistency using SPSS software. A scale is said to have a good reliability, if Cronbach's higher than 0.7, then the research is considered to be reliable (Churchill and Brown, 2004).

Table 3.1: Reliability test data

Item	N of Items	Cronbach's Alpha	Over all Cronbach's Alpha
Initiation Phase	8.0	.873	**0.872**
Planning Phase	10.0	.872	
execution Phase	7.0	.873	
Monitoring and Control Phase	7.0	.873	
Closing Phase	5.0	.874	
Integration management challenges	8.0	.872	
Scope management challenges	5.0	.871	
project schedule management challenges	3.0	.871	
project cost management challenges	4.0	.871	
project quality management challenges	3.0	.870	
project Human resource management challenges	5.0	.870	
project Stakeholder management challenges	5.0	.872	
project Communication management challenges	2.0	.873	
project Risk management challenges	3.0	.871	
project procurement management challenges	4.0	.872	

Source: Own survey(2022).

3.7 Methods of Data Analysis

3.7.1 Data Processing and Analyzing

After collecting the data, data was processed to meaningful results. Data processing refers to the transformation of respondent's view into meaning form. Both quantitative and qualitative techniques were used to process and analyze the collected data. The quantitative data that collected from target study was analyzed using IBM Statistical Package for Social Science (SPSS version 20).The study was used descriptive statistics method such frequency, percentage, mean and standard deviation for the data analysis and the data was presented using frequency tables.

3.7.2 Data Editing

Editing of data is a process of examining the collected raw data to detect any errors and omissions and to correct them when possible. The act of editing is done during data collection and even after collection of data that is immediately after interviews. Filled or answered questionnaires

Was checked to ensure that all answers given are coherently and were logically recorded to provide sufficient information. This has enabled the researcher to cross examine the relationship between the questions and the corresponding responses in order to ensure accuracy, consistency and uniformity.

3.7.3 Data Coding or Categorizing

Coding is assigning a symbol or a number to a response for identification purposes. The information of every respondent was established. The aim is to identify and classify the answers to meaningful information .Therefore, coding has enabled the researcher to classify the responses into meaningful categories to bring out their essential pattern. After coding, tabulation will used to analyze data.

3.7.4 Data Entry

After coding the data, the data was entered to computer. Since computer is used in coming up with summary frequency tables and subsequent data analysis, the responses are transcribed from each coded data collection instrument into computer. The Statistical Package for Social Science software was used in this research. The use of computer for a data processing and analysis is recommended particularly if the data is complex or multiple analyses are to performed or if large number of respondents is involved (GayandAirasian' 2003).

3.7.5 Data Presentation

After data or responses was entered into computer, there is data presentation or data was summarize or condense so that there can be analysis. The data was present through frequency tables (descriptive statistics tool). Tables was used to summarize data using a layout of rows and columns and the choice of when to use them for data presentation. The qualitative data collecting through the interviews was analyzed through qualitatively by setting responses for respondents based on which response related to quantitative question Items and add interpretation. The researcher was present the project management practices and challenge at YOTEK construction building project.

3.8 Ethical Issues

The ethical issues need to be considered in a scientific research were also considered in this study. The study results depend on the data provided by the respondents and the qualitative data obtained from questionnaires and the process is realistic and bias free. In addition, the researcher asked for consent of the respondents and pledged to keep the confidentiality of the information gathered to conduct this study.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

In this chapter, the collected data is presented, analyzed and interpreted. The data was collected through questionnaire, interview and document analysis regarding the Assessment of project management practice and challenge of construction project the case study of YOTEK construction" building project in Addis Ababa.

4.1 Response Rate

The studies targeted 43 participants in order to obtain key informants who were knowledgeable about and important to building construction project management. However, 6 respondents did not return the paper and 37 participants completed and returned the questionnaires correctly. The response rate, which is 86 %. According to Mugenda and Mugenda (1999), a response rate of 50% is sufficient for analysis and reporting. So the studies analyzed and interpreted 37respondents.

4.2 Respondents' Demographic Characteristics

The study sought information on aspects of respondents' background, particularly, sex distribution, age distribution, educational level and experience of the population filling the questionnaire. Demographic characteristic is not part of part of assessment, but simply included to show respondent's information participated in the research.

According to result drawn (table 4.1 below), sex distribution shows 37.8% - female and 62.2% -male, age distribution (46%-age23-28,35%-age 29-33and 19%-age34-39),educational level (75.7 % BSc holders, 16.2 % MA/MSc holders and 8.1% diploma), and regarding work experience, the result shows more percentage of respondents have work experience (59.5% 1 -5, 29.73%6 - 10 , 10.81% ,11- 15). Regarding work experience, the result shows that project workers are most of the respondents well experienced and few are senior.

Respondents work Position also shows 16.67% of the respondents were on specialist, Project manager position ,Office Engineer Division Head and Construction Engineer each of the respondent are 8.1%,Electrical Engineer ,Safety Engineer ,surveyor ,Quantity surveyor and sanitary Engineer each of the respondents are 2.7%and5.4% are on Resident Engineer position, 10.8% on Assistant site engineer 24.3 on Site Engineer Position and 21.6 % on Office Engineer position And finally in respect Number of project participate 40.5%of the respondents participated from One Building construction projects18.9 % of the respondents participated 2 project and 16.2% of the respondents are also participated in 3 project and the remaining of 24.3% respondents participated between 4-7 Building construction projects. The data indicated that Yotek Construction has practically experienced and engineers professionals in Building Project. The finding reveals that Yotek Construction has well educated employees.

Table 4.1: Respondents' Demographic Characteristics

			Frequency	Percent
Valid	**Sex**	Male	23	62.2
		Female	14	37.8
		Total	37	100.0
Valid	**Age**	23-28	17	46.00
		29-33	13	35.00
		34-39	7	19.00
		Total	37	100%
Valid	**Job Title**	project manager	3	8.1
		Electrical Engineer	1	2.7
		Sanitary Engineer	1	2.7
		Safety Engineer	1	2.7
		Office Engineer	8	21.6
		Office engineer division head	3	8.1
		Site engineer	9	24.3
		construction Engineer	3	8.1
		Quantity Surveyor	1	2.7
		Resident Engineer	2	5.4
		Ass. Site Engineer	4	10.8
		Surveyor	1	2.7
		Total	37	100.0
Valid	**Work Experience**	1-5	22	59.50
		6-10	11	29.73
		11-15	4	10.81
		Total	37	100.0
Valid	**Educational Background**	Master	6	16.2
		Degree	28	75.7
		Diploma	3	8.1
		Total	37	100.0
Valid	**Number of Project**	1.00	15	40.5
		2.00	7	18.9
		3.00	6	16.2
		4.00	3	8.1
		5.00	3	8.1
		7.00	3	8.1
		Total	37	100.0

Source: Own survey (2022).

4.3 The project management practice in Building projects

The participants of the research were asked to give their opinion on the project management practices and, challenges encountered in building construction project undertaken by Yotek Construction. The respondents were given options on a rate of 5-point Likert's scale with 1= Strongly Disagree, 2=Disagree

3=Neutral,4=Agree,5=strongly Agree. The collected study data was analyzed using descriptive statics such as Frequency, mean and Percentage and standard deviation as shown below in the table.

Where: Frequency (f) = Number of respondents who agreed on the corresponding rating. Mean=Average rating given by respondents. The mean value have been interpreted by using the Likert Scale from 1 to1.8 represent (Strongly disagree), from 1.81 to 2.6 represent (disagree), from 2.61 to 3.4 represent (true to some extent), from 3.41 to 4.2 represent (agree), 4.21 to 5.0 represent (strongly agree)

Table 4.2: Respondents 'project management phase practice

		Frequency	Percent	Mean	Std. Deviation
Project Initiation Phase Practice	Strongly disagree	17	5.7%	3.89189	0.6139
	disagree	24	8.1%		
	Neutral	45	15.2%		
	Agree	98	33.1%		
	Strongly agree	112	37.8%		
Total		**296**	**100.0%**		
Project Planning Phase Practice	Strongly disagree	16	4.3%	3.8649	.62548
	disagree	33	8.9%		
	Neutral	69	18.6%		
	Agree	119	32.2%		
	Strongly agree	133	35.9%		
Total		**370**	**100.0%**		
Project Execution Phase Practice	Strongly disagree	9	3.5%	3.6795	.53917
	disagree	31	12.0%		
	Neutral	56	21.6%		
	Agree	101	39.0%		
	Strongly agree	62	23.9%		
Total		**259**	**100.0%**		
Project Monitoring and Control Phase Practice	Strongly disagree	13	5.0%	3.6178	.66671
	disagree	33	12.7%		
	Neutral	63	24.3%		
	Agree	81	31.3%		
	Strongly agree	69	26.6%		
Total		**259**	**100.0%**		
Project Closing Phase Practice	Strongly disagree	19	10.3%	3.5568	.80572
	disagree	15	8.1%		
	Neutral	37	20.0%		
	Agree	72	38.9%		
	Strongly agree	42	22.7%		
Total		**185**	**100.0%**	**3.76**	**0.61**

Source: Own survey(2022).

The mean value for the statement ‘Project Initiation Phase Practice’’ is 3.89 and the standard deviation is 0.61.These are calculated from the number of respondents who Strongly disagreed with the practice, which is 5.7% and disagreed with the practice which is 8.1%Strongly agreed with the practice, which is 37.8% and agreed with the practice which is 33.1%, and the remaining 15.2 % Neutral. From the mean value, it is concluded that the project management there is well practices on the phase of project initiation in building construction Project

According to the data collected 4.3% of respondent Strongly disagreed,8.9%disagreed ,35.9% Strongly agreed,32.2% agreed and the remaining 18.6 % Neutral in Project Planning Phase Practice’’ Then mean value and the shows that the project management there is well practices on the phase of project planning in building construction Project

The mean value for the practice ‘project Execution phase’ is 3.68 and the standard deviation is 0.54.These are calculated from the number of respondents who strongly disagreed with the statement, which is 3.5%,Disagreed with the statement is 12%, agreed with the statement is 39%, Strongly agreed also on this statement is 23.9 % and the remaining 21.6 % is neutral. From the mean value, it is concluded that the project management there is well practices on the project Execution phase’ ‘in building construction project.

According to the data collected 31.3 % of the respondents agreed, 22.7% of the respondents Strongly agreed, 10.3% of the respondents Strongly disagreed, 5% the respondents disagree and the remaining 24.3% is neutral in project Monitoring and control phase on the Building construction that undertaken by Yotek Construction. Then mean value and the standard deviation were generated by SPSS, 3.62 and 0.67 respectively. This mean value shows which is greater than the value of the Likert scale mean which is 3.41. There for The project management well practice on the phase of Monitoring and Control practice on building construction project undertaken by the organization.

For the practice of Project Closing phase’ 36.7% of respondents agreed, 38.9% of respondents choose strongly agree, 22.7 % neutral while 20% disagreedand10.3%strongly disagree with the statement. The mean value of thesis 3.56 and the standard deviation value is 0.81.The result shows that most percentages of the respondents is agreed and the mean value of the Likert scale is greater than 3.41 .This entails that, the practice of developing on building project that under taken by Yotek Construction.

4.4 The challenges of project management in Building projects

Table 4.3: Respondents' challenges of project management in Building projects

		Frequency	Percent	Mean	Std. Deviation
Integration management challenges	Strongly disagree	63	21.3%		
	Disagree	54	18.2%		
	Neutral	57	19.3%	2.9459	.81466
	Agree	80	27.0%		
	Strongly agree	42	14.2%		
Total		**296**	**100.0%**		
Scope Management Challenge	Strongly disagree	23	12.4%		
	Disagree	20	10.8%		
	Neutral	48	25.9%	3.3568	.83017
	Agree	56	30.3%		
	Strongly agree	38	20.5%		
Total		**185**	**100.0%**		
Project Schedule Management Challenge	Strongly disagree	4	3.6%		
	Disagree	14	12.6%		
	Neutral	26	23.4%	3.6937	.79496
	Agree	35	31.5%		
	Strongly agree	32	28.8%		
Total		**111**	**100.0%**		
Project Cost Management Challenge	Strongly disagree	23	15.5%		
	Disagree	23	15.5%		
	Neutral	33	22.3%	3.1622	.96324
	Agree	45	30.4%		
	Strongly agree	24	16.2%		
Total		**148**	**100.0%**		
Project Quality Management Challenge	Strongly disagree	21	18.9%		
	Disagree	24	21.6%		
	Neutral	20	18.0%	2.9640	1.15145
	Agree	30	27.0%		
	Strongly agree	16	14.4%		
Total		**111**	**100.0%**		
Project Human Resource Management Challenge	Strongly disagree	44	23.8%	2.8270	1.08644
	Disagree	42	22.7%		
	Neutral	29	15.7%		
	Agree	42	22.7%		
	Strongly agree	28	15.1%		
Total		**185**	**100.0%**		

Source: Own survey (2022).

On the above table shows that the respondent strongly disagree 21.3%, disagree 18.2%, agree 27 %, strongly agree 14.2% and the remaining 19.3% neutral which the total mean score of Project Integration Management Challenges is 2.95With a Std. Deviation of 0.81 which indicates that Integration Management Challenges are considered as some significant challenge factors but not fully.

According to the data shows that the average mean score of Project Scope Management challenge Factors is 3.36 with a Std. Deviation of 0.83 the respondent strongly disagree 12.4%, disagree 10.8%, agree 30.3 %, Strongly agree 20.5% and the remaining 25.9% neutral which indicates that Project Scope Management challenging factors are considered as are considered as some significant challenge factors but not fully.

The Table 4.3 shows that the Average mean score of Project Schedule Management challenges is 3.69 with a Std. Deviation of 0.79 the respondent strongly disagree 3.6%, disagree 12.6%, agree 31.5 %,strongly agree 28.8% and the remaining 23.4% neutral which indicates that Project Schedule Management challenge factors are considered as significant.

According to respondent data respondent strongly disagree 15.5%, disagree 15.5%,agree 30.4 %,strongly agree 16.2% and the remaining 22.3% neutral .the Average mean score of Project Cost Management challenges is 3.16 with a Std. Deviation of 0.96 which indicates that Project Cost Management challenge factors are considered as some significant challenge factors but not fully.

Table 4.3 shows respondent strongly disagree 18.9%, disagree 21.6%, agree 27 %, and strongly agree 14.4% and the remaining 18% neutral. Average mean score of Project Quality Management challenges is 2.96 with a Std. Deviation of 1.15 which indicates that Project Quality Management challenge factors are considered as some significant challenge factors but not fully.

Table 4.3 shows that the average mean score of Project Human Resource Management Challenges is (2.83) with a Std. Deviation of 1.09 which indicates that Project Human Resource Management challenge factors are considered as some significant challenge factors but not fully.

Table 4.4: Respondents' challenges of project management in Building projects

		Frequency	Percent	Mean	Std. Deviation
Project Stakeholder Management Challenge	Strongly disagree	28	15.1%	3.1243	.84374
	Disagree	25	13.5%		
	Neutral	52	28.1%		
	Agree	56	30.3%		
	Strongly agree	24	13.0%		
Total		**185**	**100.0%**		
Project Communication Management Challenge	Strongly disagree	15	20.3%	2.7973	1.20450
	Disagree	18	24.3%		
	Neutral	19	25.7%		
	Agree	11	14.9%		
	Strongly agree	11	14.9%		
Total		**74**	**100.0%**		
Project Risk Management Challenge	Poor risk management	11	39.3%	2.5856	1.08981
	Failure to manage expectations	9	32.1%		
	Unexpected events with no effective response possible	8	28.6%		
Total		**28**	**100.0%**		
Project Procurement Management Challenge	Strongly disagree	26	17.6%	2.9392	1.06296
	disagree	36	24.3%		
	Neutral	29	19.6%		
	Agree	35	23.6%		
	Strongly agree	22	14.9%		
Total		**148**	**100.0%**	**2.83**	**1.06**

Source: Own survey (2022).

Table 4.4 shows that the Average mean score of Project Stakeholder Management Challenges is 3.12 with a Std. Deviation of 0.84 which indicates that Project Stakeholder Management challenge factors are considered as some significant challenge factors but not fully.

According to the table 4.4 the Average mean score of Project Communication Management challenges is 2.79 with a Std. Deviation of 1.20 which indicates that Project Communication Management challenge factors are considered as some significant challenge factors but not fully.

Table 4.4 shows that the Average means score Project Risk Management Challenge Factors are2.59 with a Std. Deviation of 1.09 which indicates that Project Risk Management challenging factors are considered as not significant challenge.

Table 4.4 shows that the Average mean score of Project Procurement Management challenges is 2.94 with a Std. Deviation of 1.06 which indicates that Project Procurement Management challenge factors are considered as some significant challenge factors but not fully.

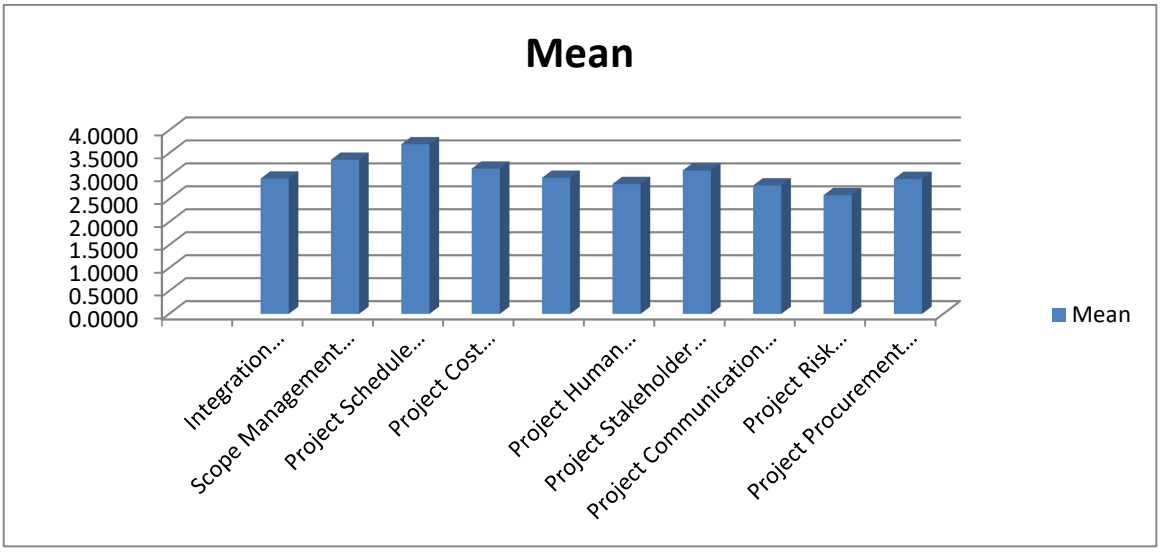


Figure 4.1 Project Management challenges

Source: Own survey (2022).

Unstructured interviews were conducted with all respondents attached to the questioner to ensure that the process is realistic and free of bias, but only some respondents responded. Participants in interviews are asked what specific challenges they encountered on projects in which they were involved, what the impact was, and how the organization dealt with these challenges. The majority of participants indicated that project construction delays are a common challenge. Furthermore, they have identified the following factors as major challenges to effective project management practices: inadequate document and drawing practices, late material delivery, payment delays, unskilled labor, poor project management, stakeholder commitment, and poor communication. The impact of the aforementioned challenges was also indicated as a project time delay, cost overrun, and decreased productivity. The third research question concerned how the organization deals with these challenges. With those challenges, the majority of them attempted to recruit skilled labor and early material delivery.

4.5 Summary of Findings

Findings of a research are analyzed practices of project management in building construction projects undertaken by Yotek Construction from beginning of projects up to close out. The average mean for the project management practice in initiation, planning, executing, monitoring & control and closing phase is about 3.89, 3.86, 3.68, 3.62and 3.57 respectively the project management phase practice well in the project .

This value indicated that the project management practice during started the project or the initiation phase had a of the objective of project Captured in one precise and complete sentence, identified High-level project schedule milestones properly and Project kick-off meeting was conducted at appropriate time and Complete project charter was prepared.

In addition to this the project up to closed out, the study identified there is a of determining the Overall budget and schedule of the project, project schedule is updated regularly, incorporating unplanned work as needed, effective Team meetings and held with a stated agenda, Performance report made for every activity as per the schedule, Quality assurance and scope verifications properly made, control the Overall change to provide appropriate response for any change, Project quality control was made against the plan as per the client request in the plan and Project teams officially released to their operational work at the appropriate time.

According to the data analyzed, out of ten knowledge area of project management stated in the literature as per the participants are Agreed, Disagreed and Neutral, the challenging factors that influenced in building construction project considered as highly significant areas of Project Schedule Management Challenge in average mean 3.69, The project management plan specifies how the project will be carried out, monitored, controlled, and completed (PMI, 2017). One of the challenges that prevent projects from being completed successfully is a lack of proper planning (Stephen, 2018).

the other remaining challenges considered as not significant Project risk management challenges area in average mean 2.59 and Considered as some significant but not Fully areas are Integration Management challenge scope management challenge, Project Cost management challenge, Project quality management challenge, Project Human resource management challenge, Project stakeholder management challenge, project communication management challenge and Project Procurement management Challenge in average mean value of 2.95,3.36,3.16, 2.96,2.83,3.12 ,2.79 and 2.93 respectively.

According to XABA (2011), project managers are held accountable in most organizations for the successful completion of complete projects. This success is becoming increasingly dependent on project managers' ability to acquire and apply skills and competencies. Another significant challenge factor identified is a lack of clarity in goals and missions. The primary advantages of developing a Project Charter process are that it provides a direct link between the project and the organization's strategic objectives (PMI, 2017).

In addition this research find out from the interview question have mentioned above project management challenges and partly the organization try to deal with the challenges

So, the key results in terms of project management phase practice from initiation up to closing are all well done, but in terms of project management challenges, project schedule management changes a serious challenge in the project and the other results of challenges are procurement, scope, cost, quality, stakeholder, communication and procurement project management challenges are well managed but not fully controlled and eliminated. This needs improvement.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

This chapter deals with concluding the overall discussions made in the previous chapters mainly on project management practices of Yotek Construction in each project phases, and project management challenges in ten knowledge area, In addition to this the research provided appropriate recommendations based on the findings.

5.1 Conclusion

In line with the objective of the study the data collected was analyzed and interpreted. Hence the study aimed to assess practices and the challenges encountered through project management on Yotek construction Building projects. In which both primary and secondary data were collected in the research. Accordingly, the data interpretation and summary of the study the researcher has concluded.
Therefor the results of the study according to respondent on the practices of project management in the case of Yotek construction project in Building construction projects in initiation phase the project had a of the objective of project Captured in one precise and complete sentence, identified High-level project schedule milestones properly and Project kick-off meeting was conducted at appropriate time and in the remaining phase such as; planning, executing, monitoring and control.

According to the findings comparatively a good practices of building project management is existed. On the other hand factors that challenges the building construction project in this study out of ten knowledge area of project management is to some extent significantly identified Eight areas those are; Integration Management challenge ,scope management challenge, Cost Management Challenge, quality management challenge, Human resource management challenge ,stakeholder's management challenge, communication management challenge and Procurement management challenges. Project Schedule management challenge knowledge area highly significantly identified and the other area of project management Project Risk management challenge not significantly identified.

From the identified factors the highly significant or major challenging factors are; Project schedule delays, Too tight project schedule and unrealistic deadlines, Inaccurate time estimations and the most to some significant challenging factors are Lack of process for project knowledge management and capturing lessons learned, Changing requirements late in the project and continuing change requests, Design discrepancies, Project requirements inadequately documented, Inaccurate cost estimation, Cash flow difficulties ,Inadequate funding or capital ,Lack of strict quality control measures, Quality checks not performed at satisfactory level, Wrong selection of project team, Inadequate project structure ,Late identification of stakeholders the project, Lack involvement of end users, Not obtaining stakeholder

approval, Lack of professional communication support, Lack of effective communication between stakeholders, and Design discrepancies and Lack of Project Management Skills and training in project management in conclusion the factors that influenced mainly the project Scope, quality, cost and schedule. Hence the organization should give high priority and treat these factors to finish the project successfully.

5.2 Recommendation

On the basis of the conclusion drawn, constructive recommendations forwarded.

- According to the findings of this study, Yotek Construction for Building projects practiced less project scope management, particularly project scope control and project requirements collection. To improve the practice of scope control and requirements collection, other related processes must be considered; thus, the project team and managers of Yotek Construction should consider that avoiding scope creep will definitely increase the chances of completing the project on time and within budget. , Make a detailed schedule outlining each step of the project. Ascertain that everyone is on the same page regarding the requirements. Determine project goals (cost, schedule, and quality) using a systematic approach that includes proper planning and an understanding of the customer's needs. To achieve quality results, make realistic assumptions about resource availability and deadlines. As there is no 100% anti-scope-creep solution, documenting what is happening and communicating challenges to stakeholders, team, and management ahead of time may help to improve project scope management, which in turn contributes to delivering successful and healthy building projects.
- The Project Manager and team members must understand what to expect from the project. It is recommended to hold a kickoff meeting and use project planning software to define clear goals if the goals and objectives are clearly defined.
- Yotek Construction requires that unrealistic deadlines be avoided. Project managers can handle project deadlines and other related issues with meticulous planning, alternative analysis, and proper communication of real-time progress to project participants and other key decision-makers. A project calendar can help you plan events, manage your schedule, and keep track of important dates.
- It is critical to implement adequate quality control measures for the stages and during the preparation period. This is the most important point for project quality control. As a result, the project manager and the organization's project team should review building project management plans, subcontractor qualification, material and building component supplier qualification, and strictly control the application and check procedure of material, equipment, semi-products, and products.

- By identifying all relevant stakeholders managing a team that is geographically dispersed is a significant challenge for project managers. Keeping your team on the same page will allow things to happen in an interactive manner. Each team member will be aware of what is going on, what they need to do, and what they are working towards. Every project has a schedule and a team of people working on it. Calendar views help you stay on top of your schedule and know what's coming up.
- Communication is the most important aspect of project success, but it remains a challenge throughout the engagement, so the project manager actively manages communication to provide the relevant stakeholders with the right information at the right time using appropriately selected measures.

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APPENDIX

Appendix I

SECTION I: Survey Questionnaire

ST.MARY'SUNIVERSITYSCHOOLOFGRADUATESTUDIES

Masters of Project Management

Dear respondent: My name is Jemila Wassie, pursuing a Master of Arts Degree in project Management at **ST. MARY'S University**. The research is entitled as **"ASSESMENT OF PROJECT MANAGEMENT PRACTICE AND CHALLENGE OF CONSTRUCTION PROJECT THE CASE STUDY OF YOTEK CONSTRUCTION P.L.C"** for the partial fulfillment of academic requirement. This questionnaire is designed to collect primary data for this study only and your genuine responses to the questionnaires are highly demanded on which the success is depending on. I kindly request you to spend a few minutes of your valuable time to answer the questions as per the instruction below:

You do not need to write your name

- All of the questions are responded by you
- You are required to tick only one out of the given alternative numbers which is your best choice to say.
- For some of the questions that need your explanations, please try to honestly describe as per the Questions on the space provided.

If you need any explanations or description concerning the study and the questions provided, don't hesitate to reach me through the mobile phone number: +251 918708871 or email: Jemila4838@gmail.com. Please note that the information you are providing will be treated with utmost confidentiality.

Thank you in advance for your participation in the study!

Part I

PERSONAL DETAILS OF THE RESPONDENT

1. Sex: _____
2. Age: _____
3. Your current Job title in your company: _____
4. Your work experience in your company: _____
5. Educational background:-_____by_____
6. How many projects have you participated in as project team member or as a project Manager?_____

Part II:

General Direction: In a scale of 1 to 5, please indicate the extent to which you agree with each of the following statements in relation to how well the project management practices were applied and face challenges to Access project. Mark with a tick [√] against the most applicable response. Where; 1=strongly disagree and 5=strongly agree.

The project management practice in Construction projects under taken by YOTEK Construction

No.	**Project initiation phase practices**	**5**	**4**	**3**	**2**	**1**
1	The objective of the project was Captured in one precise and Complete sentence.					
2	High-level project schedule milestones were properly Identified.					
3	Scope of work was identified at high level to avoid Misunderstanding between the stakeholders.					
4	High-level project resources like budget and people were Identified					
5	First draft of the stakeholder management tool was Developed					
6	Complete project charter was prepared					
7	Project kick-off meeting was conducted at appropriate time					

8	High-level planning was prepared that serve as a drawing For detail plan at the planning phase					
	Project Planning phase practices					
9	Scope statement of the project was prepared in detail.					
10	Project teams were recruited and assembled in a way that enables them to perform all activities as required in cohesive Manner					
11	Work break down structure(WBS) was developed and helps to properly estimate the required material, human and Financial resources.					
12	Network diagram that shows activity dependency and Sequence was developed					
13	Proper activity cost and time estimation was made					
14	Overall budget and schedule of the project was determined					
15	Procurement plans of the project were established					
16	Possible risks were identified and quantified					
18	Change control plan, communications plan, management Plans were developed					
19	Overall project plan was approved by concerned body					
	Project Execution phase practices					
20	Team meetings are effective and held with a stated agenda					
21	The project schedule is updated regularly, incorporating Unplanned work as needed					
22	Project execution metrics have been established properly					
23	Project risks are reviewed regularly with new risks identified And updated as needed.					
24	Project status updates are provided to key stakeholders Regularly					
25	Problems impeding the team's ability to execute the project Plan are efficiently escalated					
26	Quality assurance and scope verifications were properly Made					

	Project Monitoring and Control phase practices					
27	Performance report was made for every activity as per the Schedule					
28	Overall change control was made to provide appropriate Response for any change					
29	Project scope control was made against the planned one for Every scope statement					
30	Project quality control was made against the plan as per the Client requesting the plan					
31	Risk response control was made to confirm whether the risk Response actions are going as planned					
32	Schedule and cost controls were made against the planned One to check if cost overruns and schedule delays are properly managed					
33	There was a Management by exception to the project plan					
	Closing phase practices					
34	Procurement audits and contract(s) close out was formally Undertaken for all procurements made					
35	Product verification and acceptance test was made for every Product delivered					
36	Lessons learned from the project were identified and properly Documented for future use					
37	All project records were up dated as per the changes made on Any record					
38	Project teams were officially released to their operational Work at the appropriate time					

The project management challenges in Construction projects undertaken by YOTEK Construction

No.	Statement	5	4	3	2	1
	Integration management challenges					
1	Failure to assign and identify Project Manager early in the Project					
2	Lack of efficient change management					
3	Lack of Clear vision and goals of the project					
4	Not breaking down develop mention to phases or clear Millstones					
5	Not prioritizing operational activities or objectives.					
6	Gaps in defining key performance indicators, there trivial, collection, preparation and interpretation of data for monitoring and evaluation					
7	Limited resources and budgetary allocations for monitoring And evaluation					
8	Lack of Process for project knowledge management and Capturing lessons learned					
	Scope management challenges					
9	Changing requirements late in the project and continuing Change requests					
10	Incomplete, wrong or not defined Requirements					
11	Specifications					
12	Design discrepancies					
13	Project requirements inadequately documented					
	Project Schedule Management challenges					
14	Project schedule delays					
15	Too tight project schedule and unrealistic deadlines					
16	Inaccurate time estimations					
	Project Cost Management challenges					
17	Inaccurate cost estimation.					
18	Cash flow difficulties					
19	Lack of Cost Control					

20	Inadequate funding/capital or poor use of funding/capital					
	Project Quality Management Challenges					
21	Use of poor initial testing techniques.					
22	Lack of strict quality control measures					
23	Quality checks not performed at satisfactory level					
	Project Human Resource Management Challenges					
24	Wrong selection of project team					
25	Lack of skilled personnel with adequate Capacity					
26	Inadequate project structure					
27	Lacking clear roles and responsibilities among team Members.					
28	Being unable to resolve conflicts.					
	Project Stakeholder management challenges					
29	Late identification of stakeholders the project					
30	Low commitment of Stakeholders towards planned projects					
31	Lack involvement of end users of Building infrastructures					
32	Lack of continuous support from executive					
33	Not obtaining stakeholder approval					
	Project Communication Management Challenges					
34	Lack of professional communication support					
35	Lack of effective communication between stakeholders					
	Project Risk Management Challenges					
36	Poor risk management					
37	Failure to manage expectations					
38	Unexpected events with no effective response possible					
	Project Procurement Management Challenges					
39	Lack of well-prepared procurement planning					
40	Lack of competitive procurement process					
41	Lack of transparency and integrity in the procurement Process					
42	Lack of well-prepared contracts with much detail and clear-documentation					

Appendixes: II

SECTIONII: Interview Question

1. What are Construction projects that you have been involved which is undertaken by YOTEK?
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……
……
……
2. What was your role?
……
……
3. What is the major challenge/s related to project management practice in Construction projects that you have been involved?
……
……
……
……
4. What is the impact/s of the mentioned challenges in the project you have been involved with?
……
……
……
……
5. How does the organization deal with those challenges?
……
……
……

……