ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF PROJECT MANAGEMENT

ASSESSMENT OF PROJECT MANAGEMENT PRACTICE: THE CASE OF BUNNA BANK PMO IT PROJECTS.

BY: MESERET GETU

ID: SGS/0624/2014A

July, 2023

ADDIS ABABA ETHIOPIA

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BY: MESERET GETU

ADVISOR: YILKAL WASSIE (ASST. PROF.)

A Thesis submitted to the School of Graduate Studies of ST. Mary's University in partial fulfilment of the requirements for the Degree of Master of Arts in Project Management

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APPROVED BY THE BOARD OF EXAMINERS:

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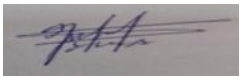
Yilkal Wassie (Asst. prof)		**July 30, 2023**
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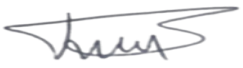
Tassew Shedega (PhD		**July 30, 2023**
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DECLARATION

I, Meseret Getu, affirm that the thesis titled "An Assessment of project Management Practice: The case of Bunna Bank," which I have submitted to ST. Mary's University for the fulfilment of the Master of Art Degree in Project Management, is an authentic piece of work. This thesis has not been previously submitted for the attainment of any other degree, diploma, fellowship, or similar academic recognition from any other institution or university.

Name	**Signature and Date**

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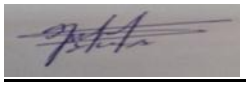
ENDORSEMENT

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

Yilkal Wassie (Asst. prof)  **July 30, 2023**

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ACKNOWLEDGEMENT

I would like to begin by expressing my gratitude to God who guided and assisted me throughout the successful completion of this thesis. I am sincerely thankful to numerous individuals who have contributed in various ways to the accomplishment of this research. First and foremost, I am indebted to my advisor, Yilkal Wassie (Assistant Professor), for his unwavering support, dedication, and valuable feedback from the initial stages to the final completion of my work. I would also like to acknowledge and express my deepest appreciation to my beloved family, whose unwavering support and financial sponsorship have been instrumental in my academic journey. Furthermore, I extend my heartfelt gratitude to all the participants and respondents who took part in this study, as their valuable contributions were crucial in shaping the outcomes. Lastly, I extend my thanks to all those who have directly or indirectly assisted me in the successful completion of my research.

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Acronyms

APM …….. Association of Project Management

PMP……Project Management Professional.

IT…… Information Technology

PMBOK…….....Project Management Body of Knowledge

SPSS……Statistical Package for Social Science

PMI…….Project Management Institute

PM……..Project Management

IPMA ……International Project Management Association

ICB …… International Competence Baseline

PMO …….. Project Management Office

Abstract

Certain universally acknowledged project management practices improve project management effectiveness regardless of the organization or project type. Hence, the main purpose of this study is to assess IT Project Management Practices in Bunna Bank using the ten project management knowledge areas defined by PMBOK. The Primary data collection for this study was done by close ended questionnaire from employees involved in project work selected in census survey who are project coordinators, project managers, project members and support staffs at Bunna Bank in IT projects. Accordingly, descriptive research design and quantitative approach were employed in this study. Number, percentages and mean were used to analyse the data obtained. The findings of the study showed that, except project procurement management practice the remaining project management practices are poorly practiced across the ten knowledge areas in Bunna Bank. Addressing the identified deficiencies by enhancing project integration, scope management, scheduling, budgeting, quality control, resource allocation, communication planning, risk management and stakeholder engagement will contribute to more successful project outcomes. This research study concludes by recommending specific actions and strategies for Bunna Bank to enhance its IT project management practices. These recommendations include implementing standardized project management processes, providing training and development opportunities for project managers and team members, fostering a culture of collaboration and accountability, and leveraging project management tools and technologies to streamline project execution.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Projects play a crucial role in a country's economic development, serving as the foundation for generating capital and facilitating the flow of goods and services. Many organizations have adopted project management techniques to bridge the gap between project failure and success. Despite this growing awareness, project failures still occur, making project management indispensable for the survival and success of projects not only in project-based organizations but also in any firm facing rapidly changing technological and market environments.

Currently, most firms are realizing that project management and productivity are related and businesses should be managed as a series of projects (Kerzner, 2009). Now a days Non-Project driven organizations have also embarked in project management since projects have become a common phenomenon for many businesses according to (Kerzner, 2009) and (Wysocki, 2014).

A project is successful when the objectives of the project have been achieved to the full satisfaction of users, all closeout activities have been completed and all designated interest, including the project's sponsor and/or initiator officially accepts the project results or products and closes the project (Wideman. R. M., 2002).

1.2. Statement of the problem

The success of a project heavily relies on well-defined objectives, as they serve as the primary factors guiding its accomplishment. Project management is a skillful and knowledgeable discipline aimed at achieving project goals through effective management of project activities. It involves planning, organizing, leading and controlling functions which are performed by the project manager (PMI., 2013).

In order to achieve its vision of becoming one of the top three commercial banks in Ethiopia by the year 2030, Bunna Bank is undertaking various projects to enhance its service delivery and equip its operations in state of the art technology. Therefore, the success of such projects becomes vital for the achievement of the bank's vision. In order to oversee the implementation of the projects and provide assistance a Project and Innovation Management Office was established by the bank. According to (Wysocki, 2014) the responsibility of

supporting these projects and project teams that undertake specific projects are mandated to Project Management Offices.

In Ethiopia, the banking industry is undergoing a transformative phase, marked by increasing complexity. Rapid changes in communication and financial sectors due to technology advancements and new service developments are impacting the core banking operations. The industry is shifting towards providing advanced, high-value services, necessitating substantial investments in new network technologies. As cited by Mortensen (2013), many projects around the world keep failing, resulting in loss of millions of dollar for organizations. This ersisting challenge has led many project management professionals to attempt to identify the influencing factors that need to be tackled head-on to produce a successful project management outcome.

Some of the early studies carried out in Ethiopia have assessed project management practices across different projects. Tigist sileshi's (2017) study on Japanese social development trust fund grant project revealed that some project management knowledge areas i.e. scope, time, quality, cost and integration management were not practiced effectively practiced in the project and the remaining knowledge areas were practiced traditionally. merima Nasser's (2019) study on commercial bank of Ethiopia IT projects have assessed project management practices based on PMBOOK and find out that except time management and human resource management the other knowledge areas are well practiced. Safework mulugeta (2019) also studied the relationship between time management practices and project success, results from safework study shows that there is a positive relationship between project time management practices and project success. The study assisted the researcher to conclude that project time management practices are practiced with relatively low level at the Bank of Abyssinia. but this study is limited in several ways out of the numerous factors it tries only to figure out the impact of time management practices. Befkadu w.kidan (2017) in his paper tries to assess project management practices and project success in Ethiopia real estate industry his findings reveal that Project integration, scope, time, HR, procurement are well managed in the Industry. Based on existing literature, the researcher is prompted to inquire whether project managers are knowledgeable about standardized project management methods, tools, and techniques, and the extent to which they utilize these practices. As a Bunna Bank staff member, these inquiries lead the researcher to investigate the implementation of project management practices in IT projects at Bunna Bank.

1.3. Research objective and Research question

1.3.1. General objective

The general objective of the study is to assess the IT project management practices in the case of Bunna Bank and identify areas of improvement to ensure successful project implementation.

1.3.2. Specific objectives

- To identify the current project management practice of Bunna Bank IT projects in terms of ten PMBOKs areas.
- To assess if project management knowledge areas were practiced in Bunna Bank IT project.
- To identify the gap in which the project management practices need to be improved in Bunna Bank.

1.3.3. Research questions

- What is the current practice of Bunna Bank in managing projects according to project management knowledge areas?
- According to PMBOK which Project Management knowledge areas are practiced in Bunna Bank IT Projects?
- Which project management practices should be improved in the CBE IT project according to project management knowledge areas?

1.4. Significance of the study

Banks and financial institutions heavily rely on technology to provide efficient and effective services to their customers. As such, the study findings will help identify the challenges and opportunities in implementing IT projects in the banking industry. By analyzing the IT project management practices at Bunna Bank, the study can offer insights into how banks can manage their IT projects more efficiently, reduce costs, and improve customer satisfaction. This study can serve as a reference for other banks and financial institutions looking to implement IT projects effectively.

IT project management is an essential discipline that requires a unique set of skills and knowledge to manage IT projects successfully. By examining the IT project management practices at Bunna Bank, the study can offer insights into the challenges and opportunities that IT project managers face. This information can be used to develop better project management practices, guidelines, and standards for IT project managers in the banking industry and beyond.

The study can help Bunna Bank in assessing its IT project management practices, identifying areas of improvement, and developing strategies to enhance its IT project management capabilities. The bank can use the study findings to improve its project management practices, reduce costs, and increase customer satisfaction.

This study has significant implications for the banking industry, IT project management field, academic research, and Bunna Bank. It can help in identifying the challenges and opportunities in implementing IT projects in the banking industry, improving project management practices, and enhancing the capabilities of Bunna Bank in managing its IT projects effectively. The findings of the study can contribute to the body of knowledge on IT project management and help organizations in the banking industry to enhance their project management practices, resulting in improved project outcomes and increased customer satisfaction.

This study is expected to benefit banks and similar organizations in Ethiopia by identifying gaps and addressing issues in project management practices. The research aims to highlight the strengths and weaknesses of core project management practices and raise awareness among top management on their impact on project success. As there is a lack of literature on project management practices in the banking sector, this study will add knowledge to the existing literature. Additionally, the study is expected to provide recommendations that can benefit the company and individuals interested in the subject matter, and serve as a guide for future studies on project management practices.

1.5. Scope the study

The scope of this study is to examine the IT project management practices of Bunna Bank. The study will focus on the tools and techniques that the bank uses to manage IT projects, which includes project management software, risk management, and quality control. The study has a specific focus on IT projects in Bunna Bank, despite the existence of various business and operational projects currently being executed. The study concentrates on the core project management practices and solely considers staff and project team leaders involved in the execution of IT projects at Bunna Bank. Furthermore, any findings, conclusions, and recommendations made by the study are limited to Bunna Bank only and cannot be generalized to other organizations.

1.6. Organization of the study

This study is composed of five chapters. The first chapter would typically begin with an introduction, which provides background and context for the study, a clear problem statement and research questions, and the objectives and significance of the research. The

second Chapter is the literature review section which would follow, offering an overview of IT project management practices and their importance, a review of relevant literature on IT project management in the banking sector, and the identification of gaps in the literature and research questions. The methodology section is the third part of the research that would describe the research design and approach, data collection methods and tools, sampling technique and sample size, and data analysis methods used in the study. In fourth chapter the results section would then present the findings, followed by a discussion of the results in the context of the research questions and objectives. This discussion would include a comparison of the findings with the literature review and the identification of strengths, weaknesses, opportunities, and threats (SWOT) of the IT project management practice at Bunna Bank. The fifth chapter of the study include conclusion section that would summarize the main findings and conclusions, outline the implications of the study for the IT project management practice at Bunna Bank, acknowledge the limitations of the study, and provide recommendations for future research. Finally, the references section would list all sources cited in the study, while the appendix section would include any additional information or data that supports the study, such as questionnaires.

CHAPTER TWO

LITERATUTE REVIEW

2.1. Introduction

This literature review part is to provide a summary of various literatures on the research problem areas. The available literature is aimed to review the major concept and research problem related with this research topic. Its intent is to answer the research questions and contribute to the emergent knowledge base of Project management practice in the Project office. The literature review is more concentrating on the Project management practice.

2.2. Review of Theoretical Literatures

The theoretical foundation of projects and project management is covered in this section. Understanding what is meant by "project" in this context is crucial.

2.2.1 Definition of Project

Various authors have shared their own perspectives on a project and have attempted to provide their own definitions of what a project is. The PMBOK Guide defines a project as a temporary endeavour undertaken to create a unique product, Service, or result. The temporary nature of projects indicates a definite beginning and end (PMBOK Guide, Fourth Edition). Align with this, (Harvey A.Levine, 2002) tries to discuss a project as it is a one-time program with a defined start and end, consisting of a group of tasks that are performed within a specific time frame to achieve a particular set of objectives. These tasks can be categorized into definable tasks and require a budget. Additionally, projects often require the utilization of multiple resources, some of which may be scarce and need to be shared with other projects. Furthermore, projects may necessitate the establishment of a specialized organization or involve crossing traditional organizational boundaries.

An elaborative definition for a project states that Projects are one of the principal means by which we change our world (Jeffrey K.pinto, 2016) and also Jeffrey K.pinto suggest that a project encompasses a sequence of activities and tasks with a clear objective, specified timeline, funding constraints, resource utilization (human and nonhuman), and involvement across multiple functional domains.

According to (Robert K.Wysocki, 2014) a project is defined as a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification. Similarly (Kerzner, 2009) defines a project as any series of activities and tasks that have a specific objective to be

completed within certain specifications and Consume human and nonhuman resources (i.e., money, people, equipment).

2.3. Project Management

Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Project management refers to guiding the project work to deliver the intended outcomes. Project teams can achieve the outcomes using a broad range of approaches (e.g., predictive, hybrid, and adaptive) (PMBOK Guide, 2021). Project management is the discipline of planning, organizing, and overseeing the execution of a project from start to finish. It involves coordinating various resources, tasks, and stakeholders to achieve specific objectives within defined constraints, such as time, cost, quality, and scope. The primary goal of project management is to ensure the successful completion of a project while meeting the project's objectives and delivering the desired outcomes.

According to (Harold Kerzner, 2003) Project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Successful project management can then be defined as achieving a continuous stream of project objectives within time, within cost, at the desired performance/technology level, while utilizing the assigned resources effectively and efficiently, and having the results accepted by the customer and/or stakeholders. Michael C. (Thomsett, 2010) note that a project management is a dynamic process, and new ideas are continually entering into the methods of practice. Today's organization looks much different from the organization a decade ago, due to many factors: the Internet, information technology (IT), changing cultural beliefs, enlightened social ideas, and even experimental management techniques. (PMBOK® Guide, 2013) discuss managing a project typically includes, but is not limited to: Identifying requirements, Addressing the various needs, concerns, and expectations of the stakeholders in planning and executing the project; Setting up, maintaining, and carrying out communications among stakeholders that are active, effective, and collaborative in nature, Managing stakeholders towards meeting project requirements and creating project deliverables and Balancing the competing project constraints (Scope, Quality, Schedule, Budget, Resources, and Risks).

According to (Robert K. Wysocki, 2011) project management is an organized common-sense approach that utilizes appropriate client involvement in order to deliver client requirements that meet expected incremental business value. Project management focuses on controlling the introduction of the desired change. This involves: understanding the needs of stakeholders, planning what needs to be done, when, by whom, and to what standards,

building and motivating the team, coordinating the work of different people, monitoring work being done, managing any changes to the plan, delivering successful results (APM, 2013). (Dr William Wallace, 2012) Persuade that project management is about planning, implementation and completing a project within set limits. These limits typically relate to time, cost and performance and increasingly to safety and risk. Likewise (Jason Westland, 2006) stated that a Project management is the skills, tools and management processes required to undertake a project successfully by incorporating the four project management life cycle (Project initiation, planning, execution and closure). The (PMBOK® GUIDE, 2017) states that Effective project management facilitates the achievement of business goals, stakeholder satisfaction, predictability, success, timely delivery of appropriate products, problem resolution, proactive risk response, efficient resource utilization, identification and resolution of failing projects, constraint management, and improved handling of change.

2.4. Project Management Life Cycle

The project management life cycle, also known as the project management process, refers to a series of phases or stages that a project goes through from initiation to closure. A project is guided through the project management life cycle, which is a step-by-step framework of best practises. It offers project managers a methodical way to plan, execute, and complete a project. The (PMI, 2008) states that a project management is accomplished through the appropriate application and integration of the 42 logically grouped project management processes comprising the 5 process groups (initiating, planning, executing, monitoring and controlling, and closure). The (PMBOK® Guide, 2013) describes the nature of project management processes in terms of the integration between the processes, their interactions, and the purposes they serve.

2.5. Project management processes

A project has a set of objectives, a start and end, and a budget. The purpose of project management is to achieve the project objectives on time and within budget. In reality, project management is an on-going task of balancing the scope against time, cost, quality, and any other constraints placed on the project. A guide to the PMBOK provides best- practice approach to tackling project management challenges across the industry at all professional levels. The five PMBOK process groups outline the necessary competencies that must be achieved in order to secure the most effective use of project resources. The project management processes, according to PMBOK, can be organized into five groups (PMI, 2013).

2.5.1 Initiating Process Group

This process is officially committing to start a project. The anointed project manager unearths the real objectives of the project, identifies the potential project stakeholders, and works with the customer and other stakeholders to come up with an approach to achieve those objectives. This process involves setting clear phases for the work to be completed, initializing teams and having the budget in place before work. (PMI., 2013).

2.5.2 Planning Process Group

This is working out the details of how you are going to solve the problem. During the planning phase, you identify all the work that must be done, who does it, when they do it, how long it takes, and how much it costs. This process group also addresses a more narrow clarification of all project goals and expectations and puts in place the project infrastructure necessary to achieve those goals according to the timeline and budgetary constraints. (PMI, 2013)

2.5.3 Executing Process Group

This process group involves managing teams effectively while coordinating time line expectations and reaching benchmark goals. Project managers utilizing this set of skills will demonstrate a high degree of organization and communication skills while addressing team concerns. (PMI, 2013).

2.5.4 Monitoring and Controlling Process Group

This process group focuses on monitoring and measuring project performance to see whether the project is on track with its plan. Processing change orders, addressing on-going budget considerations, and mitigating unforeseen circumstances that may affect a team's ability to meet initial project expectations are all part of the core skills and competencies involved in this process group. (PMI, 2013).

2.5.5 Closing Process Group

This process group includes officially accepting the project as complete, documenting the final performance and lessons learned, closing any contracts, and releasing the resources to work on other endeavours. It addresses the culmination of strong project management skills demonstrated throughout the other interrelated processes that guided the project. (PMI., 2013) Good closure brings great reviews and can increase future word of mouth referrals. Some additional characteristics of the project processes are:- Process groups are linked by the results they produce; the result or outcome of one becomes an input to another. • Process groups are not discrete, one-time events; they are overlapping activities which occur at

varying levels throughout each phase of the project. The process group interactions also cross phases such that closing one phase provides an input to initiating the next which means that in actual projects there will be many overlaps

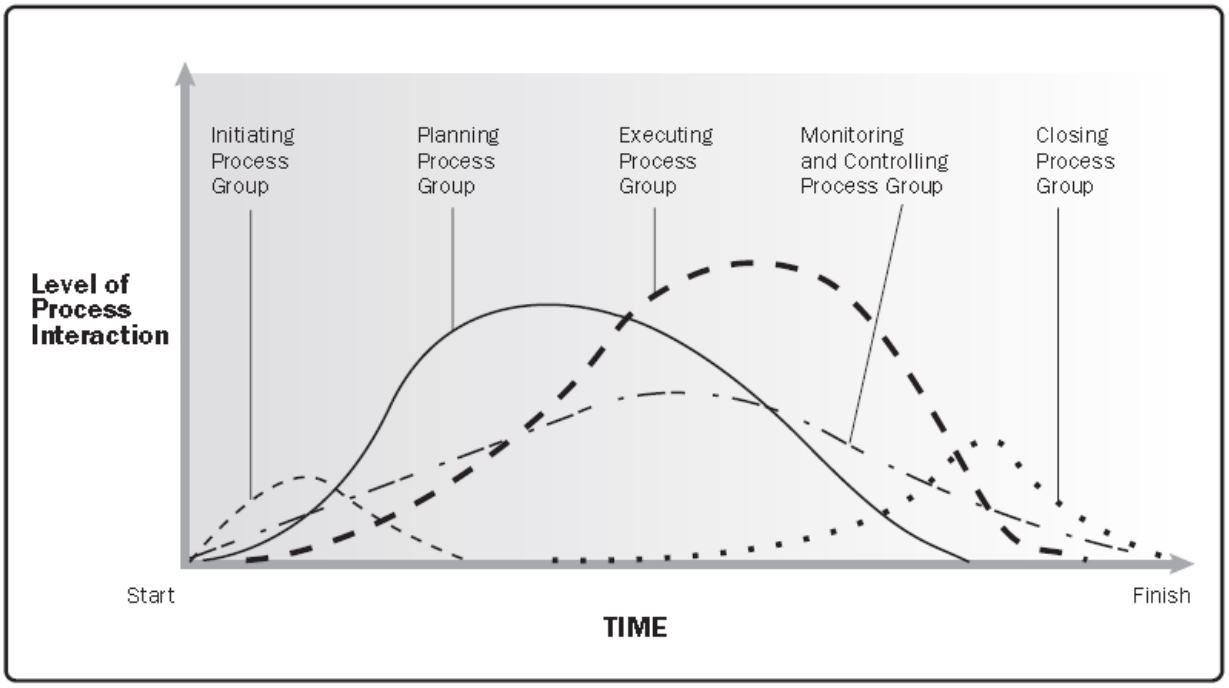

figure 2. 1Process Groups Interact in a Phase or Project

Source: PMBOK® Guide, 2013: 50

2.6. Project management body of knowledge

Project management body of knowledge covers all aspects of managing projects from inception to completion using methods and methodologies, tools, decision making techniques, risk assessment tools, and approaches to improve successful project outcomes and achieve business objectives (Raz and Michael, 2001). There are other sets of studies that have examined the correlations between body of knowledge and project management practices from a broader perspective and seek to detect general use and practicality of large numbers of PM practices Besner and Hobbs (2012) Thomas and Mullaly (2007) PapkeShields and Beise (2010). Hällgren (2012) argued that there is need for a framework to strengthen project management practices to achieve a high level of project success and fill the gaps in the current body of knowledge. The standards and procedures laid out by international institutes such as PMI, AIPM, APM and IPMA on project management did produce support from organizations around the world on project management practice. The guidelines put forward by International Project Management Association (IPMA) are recorded in International Competence Baseline (ICB) and was one of the oldest project

management body of knowledge Ghosh and Vogt, (2012). Project Management Institute (PMI) published its first white paper on project management practices in 1987 and since then the standards set forth by PMI are recorded in Project Management Body of Knowledge (PMBoK) guide. Bourne (2011) asserted that there is critical difference in the PMBoK and ICB in terms of competencies. Nahod (2013) defined competence as a collection of knowledge, experience and behavior of the individual and claimed that the project success is dependent on the competencies of the PM and project management practice. Grisham (2011), however, criticized that the ICB project management practices focus on skills assessment and competencies of the PM, whereas PMBoK was focused on the processes to achieve project success. The ICB management practices are related to the behavioral characteristics (people skills) of the PM and certification procedures are more rigid than the PMI sponsored Project Management Professional (PMP) certification.

According to PMBoK, (2017), project management is divided into ten areas; integration, scope, schedule, cost, quality, resource, communication, risk, procurement and stakeholder management. These ten project management areas and their inherent tools and techniques were investigated, and it is worth emphasizing that this study has investigated project management practices.

2.6.1. Project integration management

Project Integration Management is a knowledge area in project management that focuses on coordinating and integrating all the various processes and activities within a project. It ensures that the project is executed in a seamless and cohesive manner, aligning with the project objectives and stakeholder expectations. The (PMBOK® Guide, 2013) states that Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups. In the project management context, integration includes characteristics of unification, consolidation, communication, and integrative actions that are crucial to controlled project execution through completion, successfully managing stakeholder expectations, and meeting requirements. Project Integration Management includes making choices about resource allocation, making trade-offs among competing objectives and alternatives, and managing the interdependencies among the project management Knowledge Areas.

Project integration management involves coordinating all of the other project management knowledge areas throughout a projects life cycle. This integration ensures that all the

elements of a project come together at the right times to complete a project successfully (Kathy Schwalbe, 2016).

2.6.2. Project scope management

Project Scope Management refers to the processes and activities involved in defining, controlling, and managing the scope of a project. It encompasses the tasks required to ensure that all the work required to complete the project is identified, documented, and managed effectively. The key objectives of Project Scope Management are to establish a clear understanding of the project's deliverables, boundaries, and objectives, and to control any changes or deviations that may occur during the project lifecycle.

Project scope management includes authorizing the job, developing a scope statement that will define the boundaries of the project, subdividing the work into manageable components with deliverables, verifying that the amount of work planned has been achieved, and specifying scope change control procedures (Joseph Heagney, 2012). Align with this (Gary L. Richardson and Brad M. Jackson, 2019) note that project scope management involves the work efforts required to ensure that all defined requirements are properly produced based on the elaborated requirements statement. The (PMBOK® Guide, 2013) Conclude that Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project.

2.6.3. Project time management

Project Time Management refers to the processes and activities involved in planning, scheduling, and controlling the timely completion of a project. It encompasses the techniques, tools, and methodologies used to ensure that project activities are executed in a timely manner, deadlines are met, and project objectives are achieved within the specified time frame. Project Time Management includes the processes required to manage the timely completion of the project (PMBOK® Guide, 2013).

Project Time management includes the following activities. (Duncan, 1996)

- **Activity Definition** - identifying the specific activities that must be performed to produce the various project deliverables. It further decomposes work packages into activities for more detailed and accurate estimations.
- **Activity Sequencing** - identifying and documenting interactivity dependencies.

- **Activity Duration Estimating** - estimating the number of work periods which will be needed to complete individual activities.
- **Schedule Development** - analyzing activity sequences, activity duration and resource requirements to create the project schedule. The schedule baseline is the approved and signed version of project schedule that is incorporated into the project management plan.
- **Schedule Control** - controlling changes to the project schedule by measuring results, making adjustments.

2.6.4. Project cost management

Project cost management is the process of planning, estimating, budgeting, financing, funding, controlling, and monitoring the costs associated with a project throughout its lifecycle. It involves managing the financial resources allocated to the project to ensure that it is completed within the approved budget. Project cost management involves estimating the cost of resources, including people, equipment, materials, and such things as travel and other support details. After this is done, costs are budgeted and tracked to keep the project within that budget (Joseph Heagney, 2012). The (PMBOK® Guide, 2017) Concur that Project Cost Management includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget.

2.6.5. Project quality management

Project quality management is the process of ensuring that a project meets the desired level of quality or excellence. It involves systematically planning, controlling, and assuring quality throughout the project's lifecycle to achieve project objectives and meet stakeholder expectations. Project success is measured in terms of how well a project meets predetermined budgetary, schedule, and performance requirements. Performance requirements are the project ' s quality criteria , which more generally relate to the needs and expectations of the customer, the contractor, and other stakeholders about the functioning and performance of the project end-item system or other deliverables. A high-quality project benefits the stakeholders and society at large and does not harm the environment (John M. Nicholas and Herman Steyn, 2008). The (PMBOK® Guide, 2017) states that Project Quality Management includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements in order to meet stakeholders' objectives. Project Quality Management also supports continuous process improvement activities as undertaken on behalf of the performing organization.

According to (PMBOK® Guide, 2017) the Project Quality Management processes are:

i. **Plan Quality Management:** The process of identifying quality requirements and/or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with quality requirements and/ or standards.
ii. **Manage Quality:** The process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project.
iii. **Control Quality:** The process of monitoring and recording the results of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet customer expectations.

2.6.6. Project resource management

Project resource management refers to the process of planning, allocating, and utilizing resources effectively and efficiently to achieve project objectives. Resources in the context of project management can include human resources (project team members and stakeholders), equipment, materials, budget, and other assets necessary for project execution. Project resource management helps to ensure that the right resources are available at the right time, in the right quantity, and with the right skills to complete project tasks and deliverables successfully. Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project (PMBOK® Guide, 2017). According to (PMBOK® Guide, 2017) the six major processes for the Project Resource Management Knowledge Areas (KAs) are:

i. **Plan Resource Management:** The process of defining how to estimate, acquire, manage, and utilize physical and team resources.
ii. **Estimate Activity Resources:** The process of estimating team resources and the type and quantities of material, equipment, and supplies necessary to perform project work.
iii. **Acquire Resources:** The process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work.
iv. **Develop Team:** The process of improving competencies, team member interaction, and the overall team environment to enhance project performance.
v. **Manage Team:** The process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance.
vi. **Control Resources:** The process of ensuring that the physical resources assigned and allocated to the project are available as planned, as well as monitoring the planned

versus actual use of resources, and performing corrective action as necessary (PMI, 2017, p. 307).

2.6.7. Project communication management

Project communication management refers to the processes and activities involved in planning, executing, monitoring, and controlling communication within a project. It is a key knowledge area within project management and is crucial for successful project delivery. Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information (PMBOK® Guide, Fifth Edition). Communication ranks high among the factors leading to the success of a project (Eric Verzuh, 2005). Many experts agree that the greatest threat to the success of any project, especially IT projects, is a failure to communicate. Problems in other knowledge areas, such as an unclear scope or unrealistic schedule, indicate problems with communication (Kathy Schwalbe, 2016).

2.6.8. Project risk management

Risk management is the act or practice of dealing with risk. It includes planning for risk, identifying risks, analyzing risks, developing risk response strategies, and monitoring and controlling risks to determine how they have changed (Harold Kerzner, 2009). Effective project risk management helps project teams anticipate and address potential obstacles, minimize the negative impacts of risks, and maximize opportunities for success. By proactively managing risks, projects can increase their chances of achieving objectives within the desired time, budget, and quality constraints. The (PMBOK® Guide, 2017) marked that Project Risk Management aims to identify and manage risks that are not addressed by the other project management processes.

2.6.9. Project procurement management

According to PMBOK (2017), "Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team". The management and control processes required to develop and administer agreements such as contracts, purchase orders, memoranda of agreements (MOAs), or internal service level agreements are included in Project Procurement Management (PMBOK, 2017). "The personnel authorized to procure the goods and/or services required for the project may be members of the project team, management, or part of the organization's purchasing department if applicable" (PMBOK, 2017). Project procurement management

consists of all processes essential for purchasing and/or acquiring about products and services (Schwalbe, 2015).

2.6.10. Project stakeholder management

Stakeholders are individuals, groups, or organizations who are directly or indirectly affected by the project or have an interest in its outcome. Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution (PMBOK, 2017). The processes support the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project (PMBOK, 2017).

The Project Stakeholder Management processes are:

- **Identify Stakeholders:** The process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.
- **Plan Stakeholder Engagement:** The process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact on the project.
- **Manage Stakeholder Engagement:** The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder engagement involvement.
- **Monitor Stakeholder Engagement:** The process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans (PMBOK, 2017:503).

Effective stakeholder management is essential for project success as it helps in managing expectations, gaining support, and minimizing risks. Engaging stakeholders throughout the project increases their commitment and reduces the likelihood of resistance or opposition. It also improves communication, fosters collaboration, and ensures that project decisions consider the interests of all relevant stakeholders. Actively managing stakeholders, help project managers to build positive relationships, mitigate potential conflicts, and enhance overall project outcomes.

2.7. Empirical Review

Merima (2019) conducted assessment of IT Project Management Practice in Commercial Bank of Ethiopia. The study aims to evaluate the application of IT project management practices in the Commercial Bank of Ethiopia (CBE) by utilizing the ten project management knowledge areas outlined in the PMBOK (Project Management Body of Knowledge). The study employed a descriptive research design with a quantitative approach, analysing the data using numbers, percentages, and means. The findings of the study showed that, in the challenges of the projects are both internal and external. Internally, the main challenges include time, cost, and quality gaps. Externally, the project environment poses significant challenges.

Biruk (2020) conducted a research to assess the project management practices of Bank of Abyssinia based on the ten knowledge areas putted on project management body of knowledge. The study employs a descriptive type of research design and both primary and secondary data were utilized, incorporating both qualitative and quantitative methodologies. The study findings indicate that project management practices are currently being implemented at a satisfactory level. This suggests that with minimal additional efforts and knowledgeable management, these practices can be maintained and enhanced. Specifically, there is room for improvement in risk management practices by developing a risk management plan, identifying risks, conducting qualitative and quantitative risk analysis, planning risk responses, implementing agreed-upon risk responses, and monitoring risks.

Mahider (2022) conducted a research to assess project management practices in high-rise in CBE head quarter building project. The study employed a descriptive case study research design and a qualitative research approach. The primary data sources included field observations, while secondary data was gathered through documentation analysis. The study identified several major challenges for the project, including the outbreak of COVID-19, a scarcity of construction materials, language barriers, the absence of certain norms and regulations, a shortage of qualified labor, and contractor claims. Additionally, the study recognized that the project presented a significant opportunity for learning and technology transfer, particularly in relation to high-rise building projects. The study concludes that effective project management practices, such as having skilled experts, documenting project instructions in written form, granting discrete authority and full responsibility to contractors (empowerment), ensuring stakeholder harmony, and conducting regular progress review meetings, can contribute to successfully completing the project based on the insights gained from the case study.

2.8. Conceptual framework

The proposed framework for this research is depicted in figure, which outlines the assessment of project management practices with the ten project management knowledge areas based on the reviewed literature.

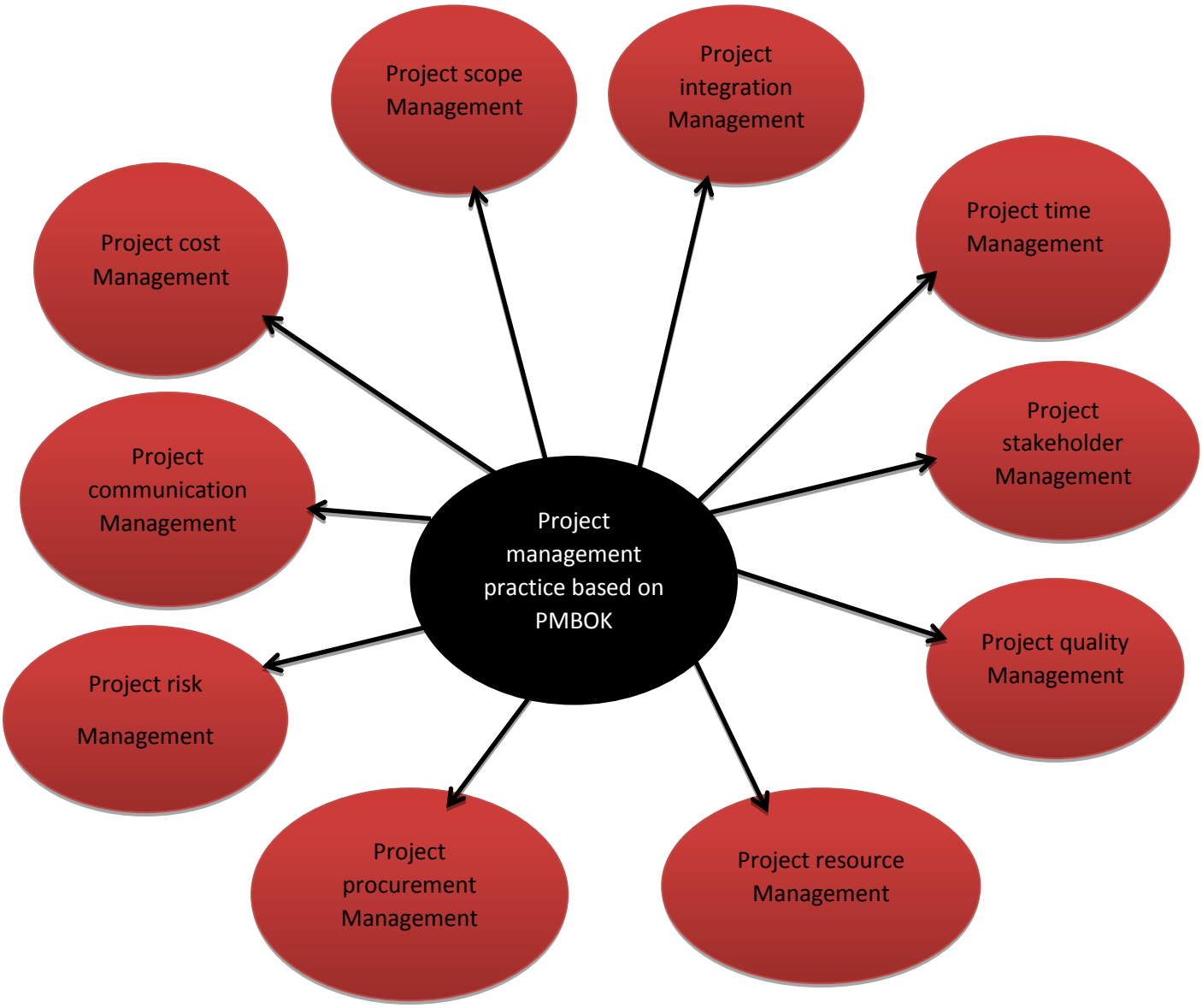

Figure 2. 2 Conceptual framework for accessing project management practices

This conceptual framework was constructed based on the ten project management knowledge areas to evaluate the project management practices at Bunna Bank. The main objective was to assess the effective implementation of these practices in IT projects and identify any potential areas of improvement. If the practices were well-implemented, the study recommended maintaining them consistently. On the other hand, if certain practices were found to be insufficiently applied, the study proposed recommendations for their effective adoption and implementation to ensure the successful accomplishment of projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. INTRODUCTION

The research methodology used for assessing project management practice is presented in this section of the study. Additionally, it provides descriptions and justifications for the data sources, target audience, method of data collecting, and data analysis techniques.

3.2. Research design and Approach

The objective of this study is to assess the project management practice in Bunna bank, therefore the research design adopt in this study is descriptive research design of quantitative Method. This approach will allow for a comprehensive assessment of project management practices by gathering numerical data and rich insights from project managers, team members, and stakeholders involved in project execution.

3.3. Population of the study

According to Hair et al (2003), a "target population is said to be a specified group of people or objects for which questions can be asked or observations made to develop the required data structures and information. To fulfill the objectives of this study, a census survey is chosen due to the relatively small number of project employees. This census survey includes all project coordinators, project managers, project members, and support staff at Bunna Bank. Therefore, the population size of the study is 49 individuals, which represents the total number of employees working in IT project management at Bunna Bank. According to (Parker, 2011) in a census survey every participant has an opportunity to participate which reduces the concern on accuracy. As a census survey aims to collect data from the entire population, there is no sample size determination in this case. The study encompasses all the employees involved in the project, ensuring the inclusion of all 49 individuals. By utilizing a census survey, every participant has the opportunity to participate.

3.4. Data collection sources, types and instruments

The research recruited participants through a census survey and gathered data from both primary and secondary sources to ensure an adequate amount of information. To collect relevant and reliable data and information for the research primary data sources were used. To collect relevant primary data for the study questionnaire were used as an instrument of data collection. The questionnaires were administered to a sample of project managers, project team leaders and project team members who are participated in IT projects undertaken by Bunna Bank. The questionnaire developed is based on reviewed literature and

customized to the case under study. The questionnaire was validated by reviewing these and other literatures that are both empirical and theoretical. Secondary data was collected from documents related to the project like project report status, project contract document and project exit reports.

3.5. Method of Data Analysis and Presentation

The responses obtained from the questionnaires were consolidated and examined quantitatively using the statistical software known as the Statistical Package for the Social Sciences (SPSS) version 26. This software facilitated the summarization and analysis of the collected data, enabling statistical calculations and generating meaningful insights for the study. The questionnaire utilized in the study consisted of five scales, ranging from five to one. The scale's values were assigned as follows: 5 for "Strongly agree," 4 for "Agree," 3 for "Neutral," 2 for "Disagree," and 1 for "Strongly disagree." The data obtained from the questionnaires were analyzed and presented using various methods, including tables, graphs, percentages, and numerical values. These techniques were employed to interpret the data effectively and facilitate a comprehensive understanding of the results.

3.6. Validity and Reliability

Validity basically means “measure what is intended to be measured” (Field, 2005). Validity explains how well the collected data covers the actual area of investigation (Ghauri and Gronhaug, 2005). Reliability concerns the extent to which a measurement of a phenomenon provides stable and consistent results (Carmines and Zeller, 1979). Likewise, (Moser and Kalton, 1989) state that a scale or test is said to be reliable if a repeat measurements made by it under constant conditions will give the same result. The most commonly used internal consistency measure is the Cronbach Alpha coefficient. It is viewed as the most appropriate measure of reliability when making use of Likert scales (Whitley, 2002, Robinson, 2009).

Table 3. 1: Reliability statistics of the constructs

No	Variables	Cranach's Alpha	No of items	Scale
1	Project Integration Management	0.970	5	1-5
2	Project Scope Management	0.968	5	1-5
3	Project Cost Management	0.974	5	1-5
4	Project Time Management	0.972	5	1-5
5	Project Resource Management	0.971	5	1-5
6	Project Quality Management	0.955	5	1-5
7	Project Communication Management	0.981	5	1-5
8	Project Procurement Management	0.983	5	1-5
9	Project Risk Management	0.971	5	1-5
10	Project Stakeholder Management	0.982	5	1-5
11	Project Success	0.945	3	1-5

Source: Survey result and own computation, 2023

3.8. Ethical Considerations

The study adhered to ethical considerations by ensuring clear communication of the study's purpose to both the organization and individual respondents. Permission was obtained from the organization to collect data, and each participant involved in the questionnaire was informed about the purpose of the study and voluntarily chose to participate. Confidentiality was maintained throughout the data collection process. The data obtained from the organization and individual participants were treated with utmost confidentiality, meaning that the identities of the participants were protected, and their responses were kept anonymous. By following these ethical guidelines, the study respected the rights and privacy of the organization and individual participants, ensuring the responsible and ethical handling of the collected data.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1. Introduction

This section of the study provides an analysis and discussion of the research findings derived from the data gathered through a questionnaire administered to the participants. The data was analysed using the statistical software SPSS version 26, aligning with the study's main objective.

4.2 Response rate

Out of the total of 49 questionnaires distributed to the target population, 42 questionnaires were filled out and returned, resulting in an approximate response rate of 85%. It indicates a relatively high rate of response, which is generally considered suitable for further analysis.

4.3 Demographic information of respondents

The respondent's demographic information includes their Age, Gender, Educational background, Areas of study, Work experience and their Current role (Job position).

Table 4. 1: Demographic information of respondents.

No	Description		Respondent		Total	
			Frequency	Percentage	N	Percentage
1	Age	18-24 Years old	-	-	42	100%
		25-34 Years old	30	71.4		
		35-44 Years old	10	23.8		
		45-54 Years old	2	4.8		
		55 Years old and above	-	-		
2	Gender	Female	13		42	
		Male	29			
3	Educational	Bachelor's Degree	24	57.1		

	Background	Master's Degree	18	42.9	42	100%
		Doctorate Degree	-	-		
		Other	-	-		
4	Field of study	Project Management	6	14.3	42	100%
		Computer Science	11	26.2		
		Computer Engineering	10	23.8		
		Electrical and Computer Engineering	3	7.1		
		Information Technology	11	26.2		
		Business Administration	1	2.4		
5	Work experience	Less than 1 year	5	11.9	42	100%
		1-3 years	20	47.6		
		4-6 years	12	28.6		
		7-10 years	5	11.9		
		More than 10 years	-	-		
6	Current job position	Project Manager	4	9.5	42	100%
		Project Team Leader	6	14.3		
		Project Team Member	32	76.2		

Source: Own Survey, 2023

The above table illustrate the demographic information of the respondent's based on their Age, Gender, Educational background, Areas of study, Work experience and their Current role (Job position). In terms of age, 30 (71.4%) fell into the 25-34 years old group, 10 (23.8%) were aged 35-44, and 2 (4.8%) were in the 45-54 age range. There were no respondents aged 18-24 Category and aged 55 and above. Regarding gender, 13 respondents were female (31%) and 29 were male (69%). In terms of educational background, 24

respondents (57.1%) are Bachelor's degree holders, 18 (42.9%) had a Master's degree, and there were no respondents with a Doctorate degree or other qualifications. The field of study varied among the respondents, with 6 (14.3%) having a background in Project Management, 11 (26.2%) in Computer Science, 10 (23.8%) in Computer Engineering, 3 (7.1%) in Electrical and Computer Engineering, 11 (26.2%) in Information Technology, and 1 (2.4%) in Business Administration. Concerning work experience, 5 respondents (11.9%) had less than 1 year of experience, 20 (47.6%) had 1-3 years, 12 (28.6%) had 4-6 years, and 5 (11.9%) had 7-10 years. There were no respondents with more than 10 years of experience. In terms of job positions, 4 respondents (9.5%) were Project Managers, 6 (14.3%) were Project Team Leaders, and the majority, 32 (76.2%), were Project Team Members.

As observed from the demographic information of the respondents, the majority of the participants (71.4%) belong to the age group of 25-34 years. Additionally, most of the project team members are male. In terms of educational background, 57.1% of the team members hold a Bachelor's degree. The field of study among the team members in IT projects is diverse, with only a small percentage (14.3%) having a background in project management. This finding suggests that having team members with a project management background could be beneficial. Therefore, it is advisable to include individuals with expertise in project management as part of the project team.

4.4. Assessment of PM Practice Based on PMBOK

The assessment of the project management knowledge areas within the project office are determined by calculating the average scores (Mean) of the questions and responses provided by the respondents for each knowledge area. The findings and conclusions derived from these assessments are presented in the subsequent sections. Mean Values have been interpreted by adopting the criteria suggested by (Scott, 1999). He suggested that for Likert type scale ranging from 1 (Strongly Disagree/ highly dissatisfied) to 5 (Strongly Agree/Highly Satisfied), interpretation should be like; mean up to 2.8 is considered as Disagree, from 2.9 to 3.2 means neutral or neither disagree nor agree and mean above 3.2 is considered as an agree.

Table 4. 2 project integration management practice

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
The project objectives and deliverables are clearly defined and aligned with the overall project goals.	-	-	8	19.0	10	23.8	17	40.5	7	16.7	42	100	2.45
There is a well-defined and documented process for managing changes and ensuring they are integrated into the project effectively.	-	-	11	26.2	14	33.3	15	35.7	2	4.8	42	100	2.81
Project activities and tasks are coordinated and integrated to ensure smooth project execution.	-	-	20	47.6	13	31.0	9	21.4	-	-	42	100	3.26
The project management plan is regularly updated and reviewed to address any changes or modifications required.	-	-	11	26.2	13	31.0	11	26.2	7	16.7	42	100	2.67
Project integration processes are consistently followed and monitored to ensure successful project integration.	-	-	-	-	11	26.2	22	52.4	9	21.4	42	100	2.05
											Average		2.648

Source: Own Survey, 2023

- F=Frequency

The table above presents the responses of the respondents regarding the project integration Management practice of IT Projects in Bunna Bank. As shown in the table in terms of the project objectives and deliverables being clearly defined and aligned with the overall project goals, 19% (8) of the respondents agreed, 23.8% (10) Neutral, 40.5% (17) disagree, 16.7% (7) strongly disagreed, and no one strongly agreed. The project objectives and deliverables being clearly defined and aligned with the overall project goals received a mean score of 2.45. According to Scott's interpretation criteria, a mean score up to 2.8 is considered as

"Disagree." Therefore, in this case, the respondents' agreement level can be categorized as "Disagree" or lacking strong consensus.

Regarding the presence of a well-defined and documented process for managing changes and integrating them effectively into the project, 26.2% (11) of the respondents agreed, 33.3% (14) were neutral, 35.7% (15) disagreed, and 4.8% (2) strongly disagreed. The presence of a well-defined and documented process for managing changes and integrating them effectively into the project received a mean score of 2.81. Based on Scott's interpretation criteria, a mean score between 2.9 and 3.2 indicates a "Neutral" position. Therefore, the respondents' agreement level can be categorized as "Neutral" or having no strong agreement or disagreement.

In terms of coordinating and integrating project activities and tasks to ensure smooth project execution, 47.6% of the respondents agreed, 31% were neutral, and 21.4% disagreed. No one strongly agreed or strongly disagreed. Coordinating and integrating project activities and tasks to ensure smooth project execution received a mean score of 3.26. According to Scott's interpretation criteria, a mean score above 3.2 is considered as "Agree." Hence, the respondents' agreement level can be categorized as "Agree" or having a relatively high level of agreement. In conclusion, the findings suggest that the majority of the respondents acknowledge the importance of coordinating and integrating project activities to ensure a successful and well-executed project. However, it is worth noting that a significant portion of respondents remained neutral or disagreed, implying that there might be room for improvement in this area. Further exploration and analysis of specific factors contributing to the varying levels of agreement could provide valuable insights for enhancing project coordination and integration practices within the context of the study.

Regarding the regular updating and reviewing of the project management plan to address changes or modifications, 26.2% of the respondents agreed, 31% Neutral, 26.2% disagreed, and 16.7% strongly disagreed. The regular updating and reviewing of the project management plan to address changes or modifications received a mean score of 2.67. A mean score up to 2.8 is considered as "Disagree." Therefore, the respondents' agreement level can be categorized as "Disagree" or lacking strong consensus.

With respect to consistently following and monitoring project integration processes to ensure successful project integration, 26.2% of the respondents were neutral, 52.4% disagreed, and 21.4% strongly disagreed. No one agreed and strongly agreed. Consistently following and monitoring project integration processes to ensure successful project integration received a mean score of 2.05. According to Scott's interpretation criteria, a mean score up to 2.8 is

considered as "Disagree." Thus, the respondents' agreement level can be categorized as "Disagree" or lacking strong consensus. This shows that, there might be challenges or issues related to following and monitoring project integration processes, which could potentially impact the successful integration of projects. This finding highlights the importance of addressing these concerns and identifying areas of improvement in project integration practices to enhance project success and outcomes. Further exploration and analysis of the specific reasons behind the respondents' negative perceptions could provide valuable insights for refining project integration processes and achieving better project outcomes in the future.

Based on the above interpretation and average mean of 2.648, the respondents' agreement levels varied across different project integration practices. The coordination and integration of project activities received a relatively high level of agreement ("Agree"), while other factors, such as clearly defining project objectives, managing changes, regularly updating the project management plan, and following project integration processes consistently, lacked a strong consensus ("Disagree" or "Neutral"). The variations in the responses highlight areas for improvement and reveal potential gaps in the project integration management practices of IT projects in Bunna Bank.

Table 4. 3 project Scope management practice

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
The project scope is clearly defined and documented, including all the deliverables and requirements.	-	-	25	59.5	8	19.0	7	16.7	2	4.8	42	100	3.33
There is a process in place to manage scope changes, ensuring that they are properly evaluated, approved, and controlled.	-	-	26	61.9	7	16.7	5	11.9	4	9.5	42	100	3.31
Scope verification and validation activities are conducted to ensure that the project deliverables meet the specified requirements	-	-	20	47.6	15	35.7	4	9.5	3	7.1	42	100	3.24
Scope creep is effectively managed to minimize its impact													

on project timelines and resources.	-	-	9	21.4	15	35.7	13	31.0	5	11.9	42	100	2.67
Regular scope reviews are conducted to ensure project alignment with stakeholder expectations	-	-	13	31.0	11	26.2	16	38.1	2	4.8	42	100	2.83
Average													3.076

Source: Own Survey, 2023

- F=Frequency

Based on the respondents' responses regarding the project scope management practice at Bunna Bank, it can be observed that the average mean score across all factors was 3.076. The project scope being clearly defined and documented, including all the deliverables and requirements received a mean score of 3.33, indicating agreement. Additionally, the existence of a process to manage scope changes, ensuring proper evaluation, approval, and control, received a mean score of 3.31, also indicating agreement. Scope verification and validation activities to ensure compliance with requirements received a mean score of 3.24, falling within the "Neutral" range but leaning towards agreement. On the other hand, effectively managing scope creep to minimize its impact on project timelines and resources received a mean score of 2.67, indicating disagreement. Lastly, regular scope reviews to ensure stakeholder expectations alignment received a mean score of 2.83, falling within the "Neutral" range. In summary, while the respondents generally agreed with the project scope management practices at Bunna Bank, there is room for improvement in managing scope creep and conducting regular scope reviews to better align with stakeholder expectations.

Table 4. 4 project Cost management practice

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagr		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
The project budget is well-defined and aligned with the project requirements and objectives.	-	-	5	11.9	11	26.2	21	50.0	5	11.9	42	100	2.38
Costs are monitored and controlled throughout the project lifecycle to ensure they remain within the approved budget.	-	-	-	-	14	33.3	23	54.8	5	11.9	42	100	2.21
Accurate cost estimation techniques and methodologies are used to develop realistic project budgets	-	-	-	-	12	28.6	20	47.6	10	23.8	42	100	2.05
Cost variances are analyzed and corrective actions are taken when necessary to keep the project within budget	-	-	3	7.1	11	26.2	22	52.4	6	14.3	42	100	2.26
Effective cost management strategies are employed to optimize resource allocation and minimize cost overruns.	-	-	3	7.1	13	31.0	18	42.9	8	19.0	42	100	2.26
											Average		2.232

Source: Own Survey, 2023

Based on the survey responses provided by the IT project office staff at Bunna Bank, the analysis of the table reveals the following:

The project budget is well-defined and aligned with the project requirements and objectives: The staff members expressed a neutral stance, with 26.2% agreeing, 11.9% agreeing, 50.0% remaining disagree, and 11.9% strongly disagreeing. This indicates that there is room for improvement in terms of clearly defining and aligning the project budget with the requirements and objectives. The mean value of 2.38 falls within the "disagree" category

according to Scott's criteria (1999). Costs are monitored and controlled throughout the project lifecycle to ensure they remain within the approved budget: 33.3% of respondents were neutral, 54.8% disagreed, and only 11.9% strongly disagreed. The mean value of 2.21 falls within the "disagree" category, suggesting that there is a need for better monitoring and control of project costs. Accurate cost estimation techniques and methodologies are used to develop realistic project budgets: The majority of the staff members disagreed with this statement, with 47.6% disagreed and 23.8% strongly disagreeing and remaining 28.6% were neutral. The mean value of 2.05 falls within the "disagree" category, indicating that there is a need to improve the accuracy of cost estimation techniques and methodologies. Cost variances are analyzed, and corrective actions are taken when necessary to keep the project within budget: The staff members had mixed opinions on this statement. While 7.1 % agreed, 26.2% were neutral, 52.4% disagreed, and 14.3% strongly disagreed. The mean value of 2.26 falls within the "disagree" category, suggesting that there is room for improvement in analyzing cost variances and taking corrective actions. Effective cost management strategies are employed to optimize resource allocation and minimize cost overruns: The mean value of 2.26 falls within the "disagree" category, indicating the need for more effective cost management strategies.

Based on responses from survey, the project cost management practice of IT projects in Bunna Bank receive average mean 2.232, indicating that the staff members generally expressed dissatisfaction or disagreement with the current state of the project budget, cost monitoring and control, cost estimation techniques, and cost management strategies. There is a clear indication that improvements are required in these areas to achieve better alignment with project requirements and objectives, as well as to optimize resource allocation and minimize cost overruns.

Table 4. 5project Time management practice

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
The project schedule is developed using appropriate techniques and tools to ensure realistic and achievable timelines.	-	-	15	35.7	13	31.0	8	19.0	6	14.3	42	100	2.88
Project milestones and deadlines are clearly defined and communicated to all stakeholders.	-	-	11	26.2	14	33.3	12	28.6	5	11.9	42	100	2.74
Progress is monitored and tracked against the project schedule to identify and address any deviations or delays	-	-	11	26.2	12	28.6	15	35.7	4	9.5	42	100	2.71
Effective time management strategies are employed to optimize project timelines and meet project objectives	-	-	20	47.6	11	26.2	6	14.3	5	11.9	42	100	3.10
The project schedule is regularly reviewed and updated to reflect changes and maintain project timelines	-	-	5	11.9	12	28.6	21	50.0	4	9.5	42	100	2.43
Average													2.772

Source: Own Survey, 2023

- F=Frequency

According to the table provided, the respondents' responses regarding time management practices in IT projects at Bunna Bank analyzed as follows:

The project schedule is developed using appropriate techniques and tools to ensure realistic and achievable timelines. From the respondents 35.7% were agreed, 31.0% neutral, 19.0% disagree and 14.3% strongly disagree. The mean value for this statement is 2.88, which falls within the range of disagreement according to Scott's criteria. Project milestones and

deadlines are clearly defined and communicated to all stakeholders. 26.2% of respondents agreed, 33.3% neutral, 28.6% disagree and 11.9% strongly disagree. The mean value for this statement is 2.74, indicating disagreement. Progress is monitored and tracked against the project schedule to identify and address any deviations or delays. Base on their responses 26.2% of respondents agreed, 28.6% neutral, 35.7% disagreed and 9.5% strongly disagreed and the mean value for this statement is 2.71, suggesting disagreement according to Scott's criteria. According to the factor Effective time management strategies are employed to optimize project timelines and meet project objectives. 47.6% of respondents agree, 26.2% neutral, 14.3% disagree and 11.9% disagree and it receive the mean value 3.10, indicating agreement. The last statement for assessing project time management of IT Projects in Bunna Bank states that, the project schedule is regularly reviewed and updated to reflect changes and maintain project timelines. For this statement 11.9% of the respondents were agreed, 28.6% neutral, 50.0% disagreed and 9.5% were strongly disagreed. The mean value for this statement is 2.43, suggesting disagreement. Therefore, based on the corrected analysis, it can be concluded that respondents generally disagreed with the effectiveness of time management practices in IT projects at Bunna Bank. The only statement that received agreement was regarding the effective time management strategies, to optimize project time lines, while the other statements indicated disagreement or a neutral stance. The areas that require attention and improvement include the development of the project schedule, clarity in milestone communication, and the regular review and updating of the schedule.

Table 4. 6 project Resource management practice

Factors	**Strongly Agree**		**Agree**		**Neutral**		**Disagree**		**Strongly Disagree**		**Total**		**Mean**
	F	%	F	%	F	%	F	%	F	%	F	%	
Resource requirements are accurately assessed and documented for each project phase.	-	-	4	9.5	9	21.4	18	42.9	11	26.2	42	100	2.14
Resources are effectively utilized and managed throughout the project lifecycle.	-	-	3	7.1	7	16.7	19	45.2	13	31.0	42	100	2.22
Adequate resources are available to support project activities and meet project objectives	-	-	16	38.1	9	21.4	12	28.6	5	11.9	42	100	2.86

Resource conflicts and constraints are identified and resolved promptly to avoid any disruptions to the project.	-	-	7	16.7	9	21.4	21	50.0	5	11.9	42	100	2.43
The project team is well-trained and equipped with the necessary skills and knowledge to perform their roles effectively	-	-	7	16.7	10	23.8	20	47.6	5	11.9	42	100	2.45
Average													2.42

Source: Own Survey, 2023

- F=Frequency

Based on the above table and the interpretation criteria provided by Scott (1999), let's analyze the responses regarding project resource management:

Resource requirements are accurately assessed and documented for each project phase. From the total respondents 4 (9.5%) respondents are agreed, 9 (21.4) were neutral, 18 (42.9%) disagreed and 11 (26.2%) strongly disagreed. The mean value for this statement is 2.14, which falls below the threshold of 2.8, indicating that respondents generally disagree with the accurate assessment and documentation of resource requirements for each project phase.

Resources are effectively utilized and managed throughout the project lifecycle: The mean value for this statement is 2.22, which falls below the threshold of 2.8. Therefore, respondents generally disagree with the effective utilization and management of resources throughout the project lifecycle.

Adequate resources are available to support project activities and meet project objectives: The mean value for this statement is 2.86, which is above the threshold of 2.8. Therefore, respondents generally agree that adequate resources are available to support project activities and meet project objectives.

Resource conflicts and constraints are identified and resolved promptly to avoid any disruptions to the project: The mean value for this statement is 2.43, which is below the threshold of 2.8. Thus, respondents generally disagrees that resource conflicts and constraints are promptly identified and resolved to avoid disruptions to the project.

The project team is well-trained and equipped with the necessary skills and knowledge to perform their roles effectively: The mean value for this statement is 2.45, which is below the

threshold of 2.8. Hence, respondents generally disagree that the project team is well-trained and equipped with the necessary skills and knowledge to perform their roles effectively. In summary, based on the mean values and the interpretation criteria, respondents in the survey generally disagreed with the accuracy of resource requirements assessment and documentation, effective utilization and management of resources, identification and resolution of resource conflicts and constraints, as well as the project team's training and skills. However, they agreed that adequate resources are available to support project activities and meet project objectives.

Table 4. 7 project Quality management practice

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Quality requirements are clearly defined and documented for the project deliverables.	-	-	-	-	11	26.2	24	57.1	7	16.7	42	100	2.10
Quality standards and metrics are established and adhered to throughout the project lifecycle	-	-	-	-	2	4.8	25	59.5	15	35.7	42	100	1.69
Quality control measures are implemented to ensure that project deliverables meet the specified requirements.	-	-	-	-	4	9.5	21	50.0	17	40.5	42	100	1.69
Continuous monitoring and improvement of project processes are carried out to enhance overall quality.	-	-	-	-	5	11.9	19	45.2	18	42.9	42	100	1.69
Lessons learned from previous projects are incorporated to enhance future project quality.	-	-	-	-	11	26.2	16	38.1	15	35.7	42	100	1.90
Average													1.814

Source: Own Survey, 2023

- F=Frequency

Based on Scott's criteria, the overall average mean value for all factors is 1.814, suggesting that respondents generally disagreed with the statements regarding quality requirements and control in the project. This suggests that there may be areas of improvement needed in terms

of clearly defining and documenting quality requirements, establishing and adhering to quality standards and metrics, implementing quality control measures, conducting continuous monitoring and improvement, and incorporating lessons learned from previous projects. The low average mean value highlights the need to address these aspects to enhance the overall quality of the project.

Table 4. 8project Communication management practice

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Effective communication channels and methods are established to facilitate timely and accurate information exchange among project stakeholders.	-	-	11	26.2	10	23.8	16	38.1	5	11.9	42	100	2.64
Project progress and updates are regularly communicated to stakeholders in a clear and concise manner.	-	-	5	11.9	11	26.2	16	38.1	10	23.8	42	100	2.26
Communication barriers and challenges are identified and addressed to ensure effective project communication.	-	-	4	9.5	10	23.8	17	40.5	11	26.2	42	100	2.17
Stakeholder feedback and input are actively sought and incorporated into project decisions and actions	-	-	4	9.5	9	21.4	15	35.7	14	33.3	42	100	2.07
A communication management plan is in place to guide communication activities throughout the project.	-	-	5	11.9	7	16.7	17	40.0	13	31.0	42	100	2.10
Average													2.248

Source: Own Survey, 2023

- F=Frequency

The table presents respondents responses regarding various factors related to effective project communication.

Effective communication channels and methods: Overall, 26.2% of the respondents agreed, 23.8% neutral, 38.1% are disagreed, 11.9% strongly disagreed. The mean rating for this factor is 2.64, indicating a moderate level of agreement. This suggests that there is room for improvement in establishing communication channels and methods for timely and accurate information exchange among project stakeholders. Project progress and updates communication: The mean rating is 2.26, indicating a relatively lower level of agreement. This suggests that there is a need to enhance the clarity and conciseness of communication when providing project progress and updates to stakeholders. Addressing communication barriers and challenges: The mean rating for this factor is 2.17, indicating a moderate level of agreement. This implies that while some efforts have been made to identify and address communication barriers, further attention is required to ensure effective project communication. Incorporating stakeholder feedback: The mean rating is 2.07, suggesting a relatively lower level of agreement. This indicates a need to actively seek and incorporate stakeholder feedback and input into project decisions and actions. Communication management plan: The mean rating is 2.10, indicating a moderate level of agreement. This suggests that while there is a communication management plan in place, its effectiveness can be further improved. The analysis reveals a moderate level of agreement across most factors related to effective project communication with the overall average mean 2.248. Therefore, there are areas that require attention and improvement, such as establishing effective communication channels, enhancing clarity in project progress updates, addressing communication barriers, and actively incorporating stakeholder feedback. These findings highlight the need for proactive measures to enhance communication effectiveness in the project

Table 4. 9 project Procurement management practice

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Procurement needs are properly assessed and identified, and appropriate procurement strategies are developed.	12	28.6	15	35.7	7	16.7	8	19.0	-	-	42	100	3.74
Procurement processes are followed to ensure fair and transparent supplier selection and contract management	10	23.8	16	38.1	11	26.2	5	11.9	-	-	42	100	3.74
Supplier performance is regularly evaluated to ensure compliance with contract terms and project requirements.	10	23.8	16	38.1	11	26.2	5	11.9	-	-	42	100	3.74
Contractual risks and issues are actively managed to minimize their impact on project outcomes.			4	9.5	7	16.7	16	38.1	15	35.7	42	100	2.00
Effective supplier relationship management strategies are employed to maximize value and minimize risks	12	28.6	17	40.5	8	19.0	5	11.9	-	-	42	100	3.86
Average													3.4

Source: Own Survey, 2023

- F=Frequency

According to the survey respondents' feedback, Procurement needs assessment and identification: The mean value of 3.74 indicates that the respondents generally agree that procurement needs are properly assessed and identified, and appropriate procurement strategies are developed. Procurement processes and transparency: With a mean value of 3.74, the respondents also agree that procurement processes are followed to ensure fair and transparent supplier selection and contract management. Supplier performance evaluation: The mean value of 3.74 suggests that the respondents agree that supplier performance is regularly evaluated to ensure compliance with contract terms and project requirements.

Management of contractual risks and issues: The mean value of 2.00 indicates that the respondents, on average, disagree with the active management of contractual risks and issues to minimize their impact on project outcomes. This suggests that improvements may be needed in this area. Supplier relationship management: With a mean value of 3.86, the respondents generally agree that effective supplier relationship management strategies are employed to maximize value and minimize risks. Based on the interpretation criteria, it can be concluded that the respondents generally agree with the statements related to procurement needs assessment, procurement processes, supplier performance evaluation, and supplier relationship management. However, there is a disagreement regarding the active management of contractual risks and issues. The overall average of 3.4, which falls within the range of agreement, suggests that procurement management practices are more extensively implemented in Bunna Bank IT projects.

Table 4. 10project Risk management practice

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
A comprehensive risk management plan is developed and implemented to identify, assess, and mitigate project risks	-	-	-	-	7	16.7	20	47.6	15	35.7	42	100	1.81
Risks are regularly monitored and tracked to ensure timely identification and response.	-	-	-	-	4	9.5	22	52.4	16	38.1	42	100	1.71
The Bank describes how project issues will be documented and monitored.	-	-	11	26.2	5	11.9	16	38.1	10	23.8	42	100	2.40
The Bank describes how identified risks will be monitored and how changes to the risk register will be assessed.	-	-	-	-	8	19.0	20	47.6	14	33.3	42	100	1.86
The Bank describes the use of risk management software.	-	-	-	-	3	7.1	25	59.5	14	33.3	42	100	1.74
Average													1.85

Source: Own Survey, 2023

- F=Frequency

A comprehensive risk management plan is developed and implemented to identify, assess, and mitigate project risks: receives a Mean value 1.81 indicates that respondents strongly disagree with this statement. Risks are regularly monitored and tracked to ensure timely identification and response: Mean = 1.71, with a mean value of 1.71, respondents strongly disagree with the statement that risks are regularly monitored and tracked. The Bank describes how project issues will be documented and monitored: The mean value of 2.40 suggests that respondents are neutral or neither disagrees nor agrees with how project issues will be documented and monitored. The Bank describes how identified risks will be monitored and how changes to the risk register will be assessed: Respondents strongly disagree with how identified risks will be monitored and changes to the risk register will be assessed, as indicated by the mean value of 1.86. The Bank describes the use of risk management software: Based on the mean value of 1.74, respondents strongly disagree with the description of the use of risk management software by the Bank. The overall average mean is 1.85, it indicate that respondents strongly disagree with the statements regarding risk management practices. This suggests that there are significant concerns or issues with the development, implementation, monitoring, and documentation of project risks within the bank. It implies a need for improvements in risk management processes and practices to ensure better identification, assessment, and mitigation of risks in the project.

Table 4. 11project Stakeholder management practice

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Stakeholders are identified and documented, including their roles, interests, and potential impact on the project.	-	-	5	11.9	11	26.2	21	50.0	5	11.9	42	100	2.38
Stakeholder engagement strategies are developed to ensure effective communication and collaboration throughout the project.	-	-	5	11.9	11	26.2	20	47.6	6	14.3	42	100	2.36
Regular stakeholder analysis is conducted to understand their expectations, concerns, and level of influence	-	-	4	9.5	9	21.4	22	52.4	7	16.7	42	100	2.24
Stakeholder feedback and input are actively sought and incorporated into project decisions and actions.	-	-	5	11.9	10	23.8	21	50.0	6	14.3	42	100	2.33
Stakeholder satisfaction is regularly assessed to ensure their needs are being met and managed appropriately.	-	-	-	-	11	26.2	23	54.8	8	19.0	42	100	2.07
Average													2.276

Source: Own Survey, 2023

- F=Frequency

Stakeholders are identified and documented, including their roles, interests, and potential impact on the project: The mean value is 2.38, which falls in the "Neutral" category. This suggests that the respondents neither agree nor disagree that stakeholders have been adequately identified and documented. Stakeholder engagement strategies are developed to ensure effective communication and collaboration throughout the project: The mean value is 2.36, which also falls in the "Neutral" category. This indicates that the respondents neither agree nor disagree that effective stakeholder engagement strategies have been developed.

Regular stakeholder analysis is conducted to understand their expectations, concerns, and level of influence: The mean value is 2.24, indicating a leaning towards the "Disagree" category. The respondents generally disagree that regular stakeholder analysis is conducted to understand their expectations, concerns, and level of influence. Stakeholder feedback and input are actively sought and incorporated into project decisions and actions: The mean value is 2.33, falling in the "Neutral" category. This suggests that the respondents neither agree nor disagree that stakeholder feedback and input are actively sought and incorporated into project decisions and actions.Stakeholder satisfaction is regularly assessed to ensure their needs are being met and managed appropriately: The mean value is 2.07, which clearly falls in the "Disagree" category. The respondents generally disagree that stakeholder satisfaction is regularly assessed to ensure their needs are being met and managed appropriately.

The overall average means value of 2.276 falling in the "Disagree" category indicates that, on average, the survey respondents do not agree with the statements related to stakeholder management in the project. This suggests that there are areas where stakeholders are not adequately identified and documented, stakeholder engagement strategies are not effectively developed, regular stakeholder analysis is not conducted, stakeholder feedback and input are not actively sought and incorporated, and stakeholder satisfaction is not regularly assessed to meet their needs appropriately.These results imply that there may be shortcomings or areas for improvement in the project's stakeholder management practices. It suggests that efforts should be made to enhance stakeholder identification, communication, collaboration, and satisfaction to better address their interests, concerns, and expectations. By addressing these areas of concern, the project can strive for better stakeholder engagement and ultimately increase the likelihood of project success.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The primary objective of this study is to assess the project management practices of Bunna Bank Project Management Office IT projects and provide a comprehensive overview of the key conclusions drawn from the results. The study also encompasses summaries of the findings, conclusions, and recommendations aimed at enhancing Bunna Bank project management practices to strengthen its competitive edge.

5.2 Summary of the key findings

A comprehensive evaluation of the key findings surrounding IT project management practice in the context of Bunna Bank is conducted.

- Concerning the demographic information of the respondents, the educational background of the respondents, 57.1% held a Bachelor's degree, and 42.9% had a Master's degree. No respondents reported having a Doctorate degree or other qualifications. Regarding the field of study, the participants had diverse backgrounds. Specifically, 26.2% had a background in Computer Science, 23.8% in Computer Engineering, 14.3% in Project Management, 26.2% in Information Technology, 7.1% in Electrical and Computer Engineering, and 2.4% in Business Administration. The work experience of the respondents varied as well. Among the participants, 47.6% had 1-3 years of experience, 28.6% had 4-6 years, 11.9% had less than 1 year, and another 11.9% reported having 7-10 years of experience. Notably, there were no respondents with more than 10 years of experience. In terms of job positions, 9.5% of the respondents were Project Managers, 14.3% were Project Team Leaders, and the majority (76.2%) held the position of Project Team Members. These key findings provide a comprehensive understanding of the demographic composition of the survey respondents, offering valuable insights for the assessment of IT project management practices within Bunna Bank.
- The key findings from the analysis on procurement management practices in Bunna Bank IT projects indicate that respondents generally agreed with various aspects of procurement. They showed agreement in procurement needs assessment, procurement processes, supplier performance evaluation, and supplier relationship management (mean values ranging from 3.74 to 3.86). However, respondents disagreed with the active management of contractual risks and issues, suggesting an area for

improvement (mean value of 2.00). Overall, procurement management practices are relatively well-implemented in Bunna Bank, but addressing the management of contractual risks could lead to further improvements in project outcomes.

- The key findings of the analysis on project integration management practices in IT projects at Bunna Bank indicate a lack of strong consensus among the respondents. While the coordination and integration of project activities received a relatively high level of agreement ("Agree"), other aspects such as clearly defining project objectives, managing changes effectively, regularly updating the project management plan, and consistently following project integration processes lacked strong consensus ("Disagree" or "Neutral"). These findings suggest potential areas for improvement and highlight gaps in the project integration management practices at Bunna Bank. Addressing these areas of concern would be crucial to enhance the overall success of IT projects within the organization.
- The key findings regarding project scope management practice, indicates that the respondents generally agreed with the project scope management practices at Bunna Bank, particularly in terms of clearly defining scope and managing scope changes. However, the findings also highlight areas for improvement, particularly in managing scope creep and conducting regular scope reviews to better align with stakeholder expectations. Addressing these areas of improvement could enhance the effectiveness of project scope management and contribute to more successful project outcomes at Bunna Bank.
- Based on the analysis, it has been determined that the remaining project management knowledge areas at Bunna Bank are poorly practiced. Therefore, these areas require greater attention as the implementation of all ten knowledge areas significantly contributes to the overall success of a project.

5.3 Conclusions

The primary objective of this study was to evaluate the project management practices employed in IT projects at Bunna Bank. Therefore, concluding the key findings of the project procurement management practices is relatively well-implemented in Bunna Bank. The project integration management analysis reveals a lack of strong consensus among respondents regarding project integration management practices at Bunna Bank. While aspects like coordination and integration receive agreement, others, such as defining objectives and managing changes, lack consensus. Addressing these areas is critical to enhancing the overall success of IT projects within the organization. Improving project

integration practices will lead to more effective project execution and better project outcomes at Bunna Bank.

The key findings on project scope management practices at Bunna Bank indicate that the respondents generally agreed with certain aspects of scope management, such as clearly defining scope and managing scope changes. This positive sentiment reflects a level of effectiveness in these areas. However, the findings also reveal potential areas for improvement, specifically in managing scope creep and conducting regular scope reviews to align with stakeholder expectations. Addressing these areas of improvement is crucial for enhancing the overall effectiveness of project scope management and ensuring more successful project outcomes at Bunna Bank. By implementing strategies to effectively manage scope creep and conducting regular reviews to ensure stakeholder alignment, Bunna Bank can enhance its project scope management practices. This, in turn, will lead to better project control, minimized scope-related issues, and increased project success rates. The organization's commitment to refining scope management practices will contribute to a more streamlined and successful approach to project execution and overall project management excellence.

However, it is worth noting that the assessment revealed that the remaining project management knowledge areas at Bunna Bank are poorly practiced. This highlights a critical need for improvement and increased attention to these areas. Given that the implementation of all ten knowledge areas contributes significantly to project success, addressing these deficiencies becomes crucial for the overall project management maturity and effectiveness at Bunna Bank. By focusing on enhancing these practices, the organization can strive for improved project outcomes and overall success in its IT projects. In summary, the assessment of IT project management practices at Bunna Bank identified both positive and negative aspects. While scope management practices were generally perceived positively, there is a clear need for improvement in project integration management and the remaining knowledge areas. By addressing the identified gaps and implementing best practices across all knowledge areas, Bunna Bank can enhance its project management practices, leading to better outcomes and increased project success in the IT domain.

5.4 Recommendation

The primary goal of this study is to assess the project management practices employed in IT projects within Bunna Bank. The assessment was conducted based on ten key areas of project management. The aim was to enhance the application of project management knowledge and reduce the disparity between theoretical principles and project implementation. To address

this, the study suggests the following potential recommendations. The application of these recommendations will not transform the bank overnight and will certainly not guarantee the success of projects.

- It is essential to establish clear and well-defined project objectives from the outset. Engage all relevant stakeholders to ensure a shared understanding of project goals and deliverables. This will help improve project alignment and increase the chances of successful project execution.
- Implement a robust change management process to handle modifications and updates throughout the project lifecycle. Clearly communicate any changes to all stakeholders and assess their impact on the project's scope, schedule, and resources. This proactive approach will help manage changes efficiently and minimize disruptions.
- Conduct regular project reviews to assess progress, identify potential challenges, and ensure alignment with stakeholder expectations. Frequent reviews will help in making timely adjustments and maintaining project alignment, thus enhancing project success.
- Actively manage contractual risks and issues to mitigate their impact on project outcomes. This involves identifying potential risks, developing risk mitigation strategies, and closely monitoring contract compliance to ensure smooth project execution.
- Encourage open communication and collaboration among project teams and stakeholders. Transparent and effective communication channels will promote better coordination and integration of project activities.
- Regularly capture and document lessons learned from completed projects. Incorporate these insights into future projects to avoid repeating past mistakes and to continuously improve project integration practices.
- Implement proactive measures to identify and control scope creep. Establish a robust change control process to evaluate scope changes and their impact on project objectives, timelines, and resources. Regularly communicate changes to stakeholders and ensure their approval before incorporating them into the project.
- Organize periodic scope reviews with key stakeholders to validate project objectives and deliverables. Ensure that project scope remains aligned with stakeholder expectations throughout the project lifecycle. Frequent reviews will facilitate timely adjustments and reduce the likelihood of scope-related issues.
- Establish standardized project management processes and procedures that cover all ten knowledge areas. Ensure that these processes are consistently applied across all IT

projects at Bunna Bank. This will create a structured approach to project management, leading to improved project outcomes.

- Provide sufficient resources, both human and financial, to support effective project management practices. Adequate resource allocation is crucial for implementing best practices and achieving successful project outcomes.
- Establish a robust project monitoring and evaluation mechanism to track project performance across all knowledge areas. Regularly assess progress, identify potential risks, and take proactive measures to address any deviations from the project plan.
- Foster open communication and collaboration among project teams and stakeholders. Effective communication channels will facilitate better coordination and ensure that all parties are aligned with project objectives.

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APPENDIX A:
Questionnaires

As a student of project management at St. Mary's University, I am conducting a research study titled " An Assessment of IT Project Management Practice: The Case of Bunna Bank" as part of Master of Arts (MA) degree in Project Management. This survey is an essential component of my academic research, aiming to evaluate the current level of project management practices within Bunna Bank and assess the influence of these practices on the successful implementation of IT projects. Your participation in filling out this survey questionnaire is crucial for achieving the research objectives. The questionnaire is divided into two parts. The first part focuses on gathering demographic information such as age, gender, educational background, and work experience. The second part consists of questions related to the ten knowledge areas of project management, where you will simply need to mark the appropriate boxes.

I sincerely appreciate your time and cooperation in completing the questionnaire. Please note that your name is not required, and all the information you provide will be treated with the utmost confidentiality, solely for the purpose of this academic research.

Thank you in advance for your invaluable participation and support in this study.

With best Regards

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Part one: Demographic Information Questions

1. Age:
    - ☐ 18-24 years old
    - ☐ 25-34 years old
    - ☐ 35-44 years old
    - ☐ 45-54 years old
    - ☐ 55 years old and above
2. Gender:
    - ☐ Male
    - ☐ Female
3. Educational Background:
    - ☐ Bachelor's Degree
    - ☐ Master's Degree
    - ☐ Doctorate Degree
    - ☐ Other (Please specify: _____)
4. Field of study: _____
5. Work Experience:
    - ☐ Less than 1 year
    - ☐ 1-3 years
    - ☐ 4-6 years
    - ☐ 7-10 years
    - ☐ More than 10 years

6. Current Job Title/Position: _____

Part Two: Questions related to the ten Knowledge Areas of Project Management according to PMBOK.

Based on your experience in IT projects, please evaluate the level of importance of the factors listed in each project management knowledge area in relation to the project's effectiveness.

(5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1= Strongly Disagree)

	1. Project Integration Management	**5**	**4**	**3**	**2**	**1**
1	The project objectives and deliverables are clearly defined and aligned with the overall project goals. **[PIM1]**					
2	There is a well-defined and documented process for managing changes and ensuring they are integrated into the project effectively. **[PIM2]**					
3	Project activities and tasks are coordinated and integrated to ensure smooth project execution. **[PIM3]**					
4	The project management plan is regularly updated and reviewed to address any changes or modifications required. **[PIM4]**					
5	Project integration processes are consistently followed and monitored to ensure successful project integration. **[PIM5]**					
	2. Project Scope Management					
1	The project scope is clearly defined and documented, including all the deliverables and requirements. **[PSM1]**					
2	There is a process in place to manage scope changes, ensuring that they are properly evaluated, approved, and controlled. **[PSM2]**					
3	Scope verification and validation activities are conducted to ensure that the project deliverables meet the specified requirements. **[PSM3]**					
4	Scope creep is effectively managed to minimize its impact on project timelines and resources. **[PSM4]**					
5	Regular scope reviews are conducted to ensure project alignment with stakeholder expectations. **[PSM5]**					
	3. Project Cost Management					
1	The project budget is well-defined and aligned with the project requirements and objectives. **[PCM1]**					
2	Costs are monitored and controlled throughout the project lifecycle to ensure they remain within the approved budget. **[PCM2]**					
3	Accurate cost estimation techniques and methodologies are used to develop realistic project budgets. **[PCM3]**					

4	Cost variances are analyzed and corrective actions are taken when necessary to keep the project within budget. **[PCM4]**					
5	Effective cost management strategies are employed to optimize resource allocation and minimize cost overruns. **[PCM5]**					
	4. Project Time Management					
1	The project schedule is developed using appropriate techniques and tools to ensure realistic and achievable timelines. **[PTM1]**					
2	Project milestones and deadlines are clearly defined and communicated to all stakeholders. **[PTM2]**					
3	Progress is monitored and tracked against the project schedule to identify and address any deviations or delays. **[PTM3]**					
4	Effective time management strategies are employed to optimize project timelines and meet project objectives. **[PTM4]**					
5	The project schedule is regularly reviewed and updated to reflect changes and maintain project timelines. **[PTM5]**					
	5. Project Resource Management					
1	Resource requirements are accurately assessed and documented for each project phase. **[PRM1]**					
2	Resources are effectively utilized and managed throughout the project lifecycle. **[PRM2]**					
3	Adequate resources are available to support project activities and meet project objectives. **[PRM3]**					
4	Resource conflicts and constraints are identified and resolved promptly to avoid any disruptions to the project. **[PRM4]**					
5	The project team is well-trained and equipped with the necessary skills and knowledge to perform their roles effectively. **[PRM5]**					
	6. Project Quality Management					
1	Quality requirements are clearly defined and documented for the project deliverables. **[PQM1]**					
2	Quality standards and metrics are established and adhered to throughout the project lifecycle. **[PQM2]**					
3	Quality control measures are implemented to ensure that project deliverables meet the specified requirements. **[PQM3]**					
4	Continuous monitoring and improvement of project processes are carried out to enhance overall quality. **[PQM4]**					
5	Lessons learned from previous projects are incorporated to enhance future project quality. **[PQM5]**					
	7. Project Communication Management					
1	Effective communication channels and methods are established to					

	facilitate timely and accurate information exchange among project stakeholders. **[PCoM1]**					
2	Project progress and updates are regularly communicated to stakeholders in a clear and concise manner. **[PCoM2]**					
3	Communication barriers and challenges are identified and addressed to ensure effective project communication. **[PCoM3]**					
4	Stakeholder feedback and input are actively sought and incorporated into project decisions and actions. **[PCoM4]**					
5	A communication management plan is in place to guide communication activities throughout the project. **[PCoM5]**					
8. Project Procurement Management						
1	Procurement needs are properly assessed and identified, and appropriate procurement strategies are developed. **[PPM1]**					
2	Procurement processes are followed to ensure fair and transparent supplier selection and contract management. **[PPM2]**					
3	Supplier performance is regularly evaluated to ensure compliance with contract terms and project requirements. **[PPM3]**					
4	Contractual risks and issues are actively managed to minimize their impact on project outcomes. **[PPM4]**					
5	Effective supplier relationship management strategies are employed to maximize value and minimize risks. **[PPM5]**					
9. Project Risk Management						
1	A comprehensive risk management plan is developed and implemented to identify, assess, and mitigate project risks. **[PRiM1]**					
2	Risks are regularly monitored and tracked to ensure timely identification and response. **[PRiM2]**					
3	The Bank describes how project issues will be documented and monitored. **[PRiM3]**					
4	The Bank describes how identified risks will be monitored and how changes to the risk register will be assessed. **[PRiM4]**					
5	The Bank describes the use of risk management software. **[PRiM5]**					
10. Project Stakeholder Management						
1	Stakeholders are identified and documented, including their roles, interests, and potential impact on the project. **[PStM1]**					
2	Stakeholder engagement strategies are developed to ensure effective communication and collaboration throughout the project. **[PStM2]**					
3	Regular stakeholder analysis is conducted to understand their expectations, concerns, and level of influence. **[PStM3]**					

4	Stakeholder feedback and input are actively sought and incorporated into project decisions and actions. **[PStM4]**					
5	Stakeholder satisfaction is regularly assessed to ensure their needs are being met and managed appropriately. **[PStM5]**					

I really thank you for your precious time

APPENDIX B:

Reliability Test Tables

Reliability test table for the overall questions based on the ten project management

Knowledge areas

Reliability

Scale: Project Integration Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.970	5

Reliability

Scale: Project Scope Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.968	5

Reliability

Scale: Project Cost Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.974	5

Reliability

Scale: Project Time Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.972	5

Reliability

Scale: Project Resource Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.971	5

Reliability

Scale: Project Quality Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.955	5

Reliability

Scale: Project Communication Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.981	5

Reliability

Scale: Project Procurement Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.983	5

Reliability

Scale: Project Risk Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.949	5

Reliability

Scale: Project Stakeholder Management

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.982	5

Reliability

Scale: Project Success

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded[a]	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.945	3

APPENDIX B:

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
The project objectives and deliverables are clearly defined and aligned with the overall project goals.	42	1	4	2.45	.153	.993	.985
There is a well-defined and documented process for managing changes and ensuring they are integrated into the project effectively.	42	1	4	2.81	.137	.890	.792
Project activities and tasks are coordinated and integrated to ensure smooth project execution	42	2	4	3.26	.123	.798	.637
The project management plan is regularly updated and reviewed to address any changes or modifications required.	42	1	4	2.67	.162	1.052	1.106
Project integration processes are consistently followed and monitored to ensure successful project integration	42	1	3	2.05	.108	.697	.485
The project scope is clearly defined and documented, including all the deliverables and requirements.	42	1	4	3.33	.143	.928	.862
There is a process in place to manage scope changes, ensuring that they are properly evaluated, approved, and controlled.	42	1	4	3.31	.158	1.024	1.048

Scope verification and validation activities are conducted to ensure that the project deliverables meet the specified requirements	42	1	4	3.24	.140	.906	.820
Scope creep is effectively managed to minimize its impact on project timelines and resources.	42	1	4	2.67	.147	.954	.911
Regular scope reviews are conducted to ensure project alignment with stakeholder expectations	42	1	4	2.83	.144	.935	.874
The project budget is well-defined and aligned with the project requirements and objectives	42	1	4	2.38	.132	.854	.729
Costs are monitored and controlled throughout the project lifecycle to ensure they remain within the approved budget	42	1	3	2.21	.100	.645	.416
Accurate cost estimation techniques and methodologies are used to develop realistic project budgets.	42	1	3	2.05	.113	.731	.534
Cost variances are analyzed and corrective actions are taken when necessary to keep the project within budget	42	1	4	2.26	.123	.798	.637
Effective cost management strategies are employed to optimize resource allocation and minimize cost overruns.	42	1	4	2.26	.132	.857	.735

The project schedule is developed using appropriate techniques and tools to ensure realistic and achievable timelines.	42	1	4	2.88	.164	1.064	1.132
Project milestones and deadlines are clearly defined and communicated to all stakeholders.	42	1	4	2.74	.153	.989	.979
Progress is monitored and tracked against the project schedule to identify and address any deviations or delays.	42	1	4	2.71	.150	.970	.941
Effective time management strategies are employed to optimize project timelines and meet project objectives.	42	1	4	3.10	.163	1.055	1.113
The project schedule is regularly reviewed and updated to reflect changes and maintain project timelines	42	1	4	2.43	.128	.831	.690
Resource requirements are accurately assessed and documented for each project phase.	42	1	4	2.14	.143	.926	.857
Resources are effectively utilized and managed throughout the project lifecycle.	42	1	4	2.00	.136	.883	.780
Adequate resources are available to support project activities and meet project objectives	42	1	4	2.86	.165	1.072	1.150
Resource conflicts and constraints are identified and resolved promptly to avoid any disruptions to the project.	42	1	4	2.43	.141	.914	.836

The project team is well-trained and equipped with the necessary skills and knowledge to perform their roles effectively.	42	1	4	2.45	.141	.916	.839
Quality requirements are clearly defined and documented for the project deliverables.	42	1	3	2.10	.101	.656	.430
Quality standards and metrics are established and adhered to throughout the project lifecycle	42	1	3	1.69	.087	.563	.316
Quality control measures are implemented to ensure that project deliverables meet the specified requirements.	42	1	3	1.69	.099	.643	.414
Continuous monitoring and improvement of project processes are carried out to enhance overall quality.	42	1	3	1.69	.105	.680	.463
Lessons learned from previous projects are incorporated to enhance future project quality.	42	1	3	1.90	.122	.790	.625
Effective communication channels and methods are established to facilitate timely and accurate information exchange among project stakeholders.	42	1	4	2.64	.156	1.008	1.016
Project progress and updates are regularly communicated to stakeholders in a clear and concise manner	42	1	4	2.26	.149	.964	.930

Communication barriers and challenges are identified and addressed to ensure effective project communication.	42	1	4	2.17	.144	.935	.874
Stakeholder feedback and input are actively sought and incorporated into project decisions and actions.	42	1	4	2.07	.150	.973	.946
A communication management plan is in place to guide communication activities throughout the project	42	1	4	2.10	.152	.983	.966
Procurement needs are properly assessed and identified, and appropriate procurement strategies are developed.	42	2	5	3.74	.167	1.083	1.174
Procurement processes are followed to ensure fair and transparent supplier selection and contract management	42	2	5	3.74	.149	.964	.930
Supplier performance is regularly evaluated to ensure compliance with contract terms and project requirements.	42	2	5	3.74	.149	.964	.930
Contractual risks and issues are actively managed to minimize their impact on project outcomes.	42	1	4	2.00	.149	.963	.927
Effective supplier relationship management strategies are employed to maximize value and minimize risks.	42	2	5	3.86	.151	.977	.955

A comprehensive risk management plan is developed and implemented to identify, assess, and mitigate project risks	42	1	3	1.81	.109	.707	.499
Risks are regularly monitored and tracked to ensure timely identification and response.	42	1	3	1.71	.098	.636	.404
The Bank describes how project issues will be documented and monitored	42	1	4	2.40	.174	1.127	1.271
The Bank describes how identified risks will be monitored and how changes to the risk register will be assessed.	42	1	3	1.86	.111	.718	.516
The Bank describes the use of risk management software.	42	1	3	1.74	.091	.587	.344
Stakeholders are identified and documented, including their roles, interests, and potential impact on the project.	42	1	4	2.38	.132	.854	.729
Stakeholder engagement strategies are developed to ensure effective communication and collaboration throughout the project.	42	1	4	2.36	.136	.879	.772
Regular stakeholder analysis is conducted to understand their expectations, concerns, and level of influence	42	1	4	2.24	.131	.850	.722
Stakeholder feedback and input are actively sought and incorporated into project decisions and actions.	42	1	4	2.33	.135	.874	.764

Stakeholder satisfaction is regularly assessed to ensure their needs are being met and managed appropriately.	42	1	3	2.07	.104	.677	.458