



**ASSESSMENTS ON THE EFFECTIVENESS OF PROJECT MANAGEMENT  
PROCESSES ON THE PERFORMANCE OF LA GARE REAL ESTATE IN ADDIS  
ABABA**

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**MASTER THESIS TO ST. MARY'S UNIVERSITY IN PARTIAL FULFILLMENT OF  
REQUIREMENTS FOR THE AWARD OF MASTER OF ART (MA) DEGREE IN  
PROJECT MANAGEMENT**

July, 2024

ADDIS ABABA ETHIOPIA

**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES FACULTY**  
**FACULTY OF BUSINESS**

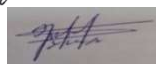
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## **ACKNOWLEDGEMENTS**

First of all, my heartfelt thanks to GOD who has helped me throughout all of my life; He is the source of my strength and success.

Next, I would like to acknowledge my advisor Maru shete (Asst. Prof.)) for their support in preparing this thesis from providing the format to the compilation of the whole document and willingness and commitment to guide me throughout of this thesis.

And my thanks also go to the La Gare real estate for giving me their valuable time to complete the research questionnaire and interview. Finally I would like to acknowledge all those involved in the preparation of this thesis

## ACRONYMS AND ABBREVIATIONS

PMKA..... Project Management Knowledge Area

PMBOK ..... Project Management Body of Knowledge

PM.....Project management

PMI..... Project Management Institute

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## **Abstract**

*This study aims to assess the effectiveness of project management processes and their impact on the performance of the La Gare real estate development project in Addis Ababa, Ethiopia. The La Gare project is a large-scale, mixed-use development that includes residential, commercial, and retail components, positioning it as a significant urban transformation initiative in the city. Using a mixed-methods approach, this research examines the project management practices employed throughout the La Gare project's lifecycle, including planning, execution, and control. The study combines quantitative analysis of key performance indicators, such as cost, schedule, and quality, with qualitative insights gathered from interviews with project stakeholders, including developers, contractors, consultants, and government officials. The findings from this study provide a comprehensive understanding of the factors influencing the project's performance. The quantitative analysis reveals the extent to which project management processes, such as risk management, resource allocation, and stakeholder coordination, have affected the overall cost, schedule, and quality outcomes. The qualitative data further elucidates the contextual challenges, organizational dynamics, and decision-making processes that have shaped the project's trajectory. By aligning the empirical findings with relevant project management theories and best practices, the study offers practical recommendations for enhancing the effectiveness of project management processes in large-scale real estate developments like La Gare. La Gare real estate should enhance project management knowledge areas practice by investing in continuous professional development and training for project managers to improve their skills and competencies and Implement robust project management systems and tools within construction firms to streamline project processes and enhance collaboration among team members. LA Gare real estate should promote industry standards and best practices in project management among policymakers to ensure consistency and quality in real estate projects, Foster a culture of continuous learning and improvement within project management teams to stay updated on the latest trends and developments in the field.*

*Key words: project performance, project performance assessment, Project Management, project management practices, project management knowledge area, La Gare real state.*



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of Study

In real estate project development, the implementation of Project Management (PM) tools and techniques is still in its early phases of development. The growth and acceptance of project management is continuing to increase as resources become scarce. In order to deliver successful projects in a changing business environment, organizations need to put efforts on best practices and focus on fit-for-purpose outputs based on the requirements. To implement projects successfully and to meet the functional aim of the projects within their service time, an efficient project management practice needs to be adopted from the planning stage to end. Real estate construction project industry is viewed as one of the economic drivers of a nation's economy because of its contribution to national growth by performance is linked to the performance of the national economy. The contemporary business environment is very dynamic, thus, necessitating the need for the construction industry globally to continually evolve means of managing their projects effectively in the midst of increasing demand for quality to satisfy the multifaceted expectations stakeholders (Jeremiah and Kabeyi, 2019).

A Project Management Body of Knowledge PMF (2019) provides a framework for project management execution, i.e. a broad set of management dimensions to cover the vast variety of possible projects in many industries. The knowledge areas are not applied in isolation but rather work together to manage the project's life cycle, which consists of five main phases: initiation, planning, execution, monitoring and controlling, and closing. Each knowledge area has specific tools and techniques that help project managers and teams to plan, manage, and track their projects in real time. The construction industry is one of the growing industries, which plays a vital role in the growth of once country economy so construction projects play a vital role in the growth of a country. The construction project involves a more complex process Kpmg (2015).

Addis Ababa Housing Construction Project Office is created with the main responsible of looking of assistance from different sources to be used for constructing residential houses for low income residents. Never the less, different forms of financing or funding schemes of low – income housing also follow up the progress of the houses in different corners of the city. The federal government enacted proclamation on urban development policy that gives high attention for alleviating housing problems of urban areas. The city administration has also prepared five

years housing development program in 2004 to reduce housing problem of the city by 50%. (Aze b), even though the city administration declared the second time that re-registration is taking place after the first repeat in 2013G.C, when new people were registered along with the old ones who first registered in 2005. On this re-registration more than 860,000 house seekers have registered for the 10/90 and 20/80 housing schemes.

La Gare mall residences which is centrally located, provides residents and shoppers with the utmost convenience. The carefully constructed structure is home to opulent amenities, trendy shops, and center for food and drink. The apartments are surrounded by a sizable centrally located manicured area that acts as an additional to your house and restorative sanctuary. In most cases, project success can be defined as completing the project on time, within budget and according to the project specifications. According to (Wubishet, 2006), the main problems facing Ethiopia's construction project are traditional approaches to project planning, planning without the necessary expert approval, and applicable project management guidelines (Tesfaye, 2016).

La Gare Real Estate is a prominent player in the real estate sector, headquartered in Addis Ababa, Ethiopia. Established in 1994, the company has a strong presence and a track record of delivering quality real estate projects. La Gare represents the dynamic downtown of Addis Ababa boasting one of the largest mixed use developments in Ethiopia with over 4,000 residents, 360,000 sq. masterplan provides a unique lifestyle, hospitality, retail commercial and leisure offering within a single integrated community in the center of Addis Ababa. Under the patronage and in the presence of H.H. Dr. Abiy Ahmed, Prime Minister of Ethiopia, Eagle Hills – an Abu Dhabi-based private real estate investment and development company, has ventured into the Ethiopian market with the launch of La Gare, the dynamic downtown of Addis Ababa boasting one of the largest mixed-use developments in Ethiopia and offering more than 4,000 residences.

The leading real estate developer organized a launch event in the renowned Addis Ababa La Gare train station, after which the project is named, revealing the masterplan (Tesfaye.h.z, 2016).

Located in the capital of Ethiopia, Addis Ababa, La Gare represents an integrated community comprising residential, commercial, hospitality, retail and leisure facilities in a single, secure and exclusive setting surrounding a park, the development spans an area of approximately 360,000 sq. in proximity to the Addis Bole International Airport, with a rail line running along its northern edge. Situated in the city Centre, La Gare is anchored by four and five-star hotels supported by retail outlets, offices and residential buildings. The government of Ethiopia, in

partnership with Eagle Hills, aims to develop a social housing component within the masterplan, where residential units will be built to permanently accommodate the existing residents currently living in the project site.

Commenting on the expansion, Mohamed Alabbar, Chairman of Eagle Hills, said: “As one of Africa’s hidden gems, Ethiopia is rich in history, culture and natural beauty. Our vision is to bring attention to such locations across the globe, revealing the charm and potential within them and inviting future residents and tourists to consider making new homes for themselves there. In addition to creating a brand-new skyline and city centre, La Gare is set to contribute to the local market by creating jobs, further bolstering market sentiment and energizing the economy. The effectiveness of project management techniques for project success by providing lessons from a La Gare real project case study and the steps necessary to implement a proper management process increase. A project is a transitory endeavor to develop a one-of-a-kind product, service, or outcome, as well as a one-of-a-kind undertaking having a beginning and an end, carried out by people to accomplish predetermined objectives within budgetary, scheduling, and scope constraints (PMI, 2008).

The study was examine the impact of project management knowledge areas, such as Project Integration Management, Project Scope Management, Project Quality Management, Project Cost Management, Project Time Management, Project Procurement Management, Project Communication Management, Project Risk Management, and Project Human Resources Management, on the performance of the housing projects.

## **1.2 Statement of the Problem**

Project management and project success is one of the knowledge areas in the management science that is confronted with increased complexity. La Gare real estate project is led by UAE project manager at which proper knowledge transformation is not undergoing which results that local contractors couldn’t get any experience with doing such project with foreigners which implies that there are backdrop on implementation of project management knowledge areas . If the project takes a longer time than anticipated, it requires additional resources and budgets. This consequently increases labor, material, machinery, and equipment cost. This affects the budget of other projects and in general, it affects the economy of the country. Project failure is also the main challenge of our country’s projects. The performance problems of a project (cost overrun, time delay, quality deficiency) are caused by the selection, planning, execution, or control phase

of the project and other factors. Many projects in developing countries encounter considerable time and cost overruns, fail to realize their intended benefit, or even totally terminated and neglected before or after their completion Idoko (2018).

Addis Ababa housing project is one of the few mega projects in Ethiopia, which are currently implemented by the Government of Ethiopia, and it is affected by the delay and cost overrun. According to Hiwot (2012), the projects fail because of the capacity of the contractor and its level of project management skill. In the paper, it is stated that the level of knowledge of the contractors in project management determines the fate of the projects in the Addis Ababa housing project. According to Yardley (2002), there are different reasons for projects to fail. Among these poor project management knowledge is one of the most common ones in projects. So, the planning practices of the projects should be improved and be systematized so that all projects can be successful. There are no many studies conducted in the field yet in the country. So, this research will help to see the gaps in project management tools and techniques of the project under study and will help to fill the same. After assessing the effectiveness of project management process practices, this thesis recommend the best PM process practices. Managing projects using project management tools will enhance project success. Projects are needed to be completed within the time frame, budgeted cost, and required quality. However, many projects in taking a long time to complete, cost more than necessary, and some projects are canceled because of inefficient planning and related challenges directly and/or indirectly related to it. (PMI, 2017).

Addis Ababa housing project is one of the few mega projects in Ethiopia, La Gare real estate are currently implemented by the Government of UAE, and it is affected by the delay. Considering the high need for living residential houses in Addis Ababa, many private developers have entered into the living houses construction work and several house demands are covered by the involvement of these Real Estate developers. Due to the nature of the business, companies that are engaged in Real Estate industry are expected to apply project management on a regular basis. Due to lack of knowledge of project management practices many problems are encountered like some Real Estate companies collected advance payment but couldn't deliver what they promised to their customers and finally resulted in resale and transfer of the land to third person. Others problems also include delay of projects because of slow construction progress, lack of good relationship with customers, not meeting required specifications, and dissatisfaction of

customers. This has resulted in pushing the government to enforce the Real Estate companies to construct the houses with fast pace, transfer incomplete houses to customers, and return unused land to the government. Projects are challenges regarding implementation and consequently success, development projects in particular are faced by a unique set of problems and challenges (Survey on mega projects by NPC, 2016).

According to the study conducted by Ministry of Urban Development, Housing, and Construction (2012, PP13-14) the following are basic Problems related with Real Estate development projects in addition to the project management problems that are mentioned above, Utilization of Real Estate lands to other personal and illegal (such as selling of land without development) activities by some Real Estate developers, Most of Real Estate developers do not started their operation within eighteen months after they received land for development, Among Real Estate developers that started construction, only few of them progressed well as per the required level in terms of satisfying house demand at the right time, Significant number of Real Estate developers transfer less quality houses, as compared with approved plans, to house demanders and Some Real Estate developers offer expensive houses to house demanders as compared to the quality and amount of investment on the houses.

Although those studies tried to investigate critical success factors of project management success and understand the extent of effect on critical success factors on project management success; they have been mainly focused on real estate developers who have completed at least one project site, limited to project managers' and The major problems encountered by the Real Estate are not completing the construction of houses in the stipulated time; cost and quality are the cause of lack of proper project management. In addition to problems such as, project delay, failure to meet the required specifications and customer dissatisfaction are still unsolved (Befkadu, 2017; Bethlehem, 2019 and Melat, 20017). This research is aimed to see the effectiveness of project management processes on the performance from real estate developers of La Gare real estate in Addis Ababa

Therefore, this study aimed to investigate the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa.

### **1.3 Objectives of the study**

### 1.3.1 General Objective

The study's goal is to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa.

### 1.3.2 Specific Objectives

- To examine project management knowledge areas practice in La Gare real estate projects.
- To assess the effect of project management knowledge areas on the performance indicators of La Gare real estate projects.
- To provide recommendations for stakeholders, including project managers, construction firms, and policymakers, on enhancing project management processes in real estate.

### 1.4 Research questions

1. What is the project management knowledge practice in La Gare real estate project in Addis Ababa?
2. How to practice the effect of project management knowledge areas on the performance indicators of La Gare real estate projects?
3. What would be recommendations for stakeholders, including project managers, construction firms, and policymakers, on enhancing project management processes in real estate?

### 1.5 Hypothesis of the research

#### Hypothesis 1

H01: Implementing project management process in the La Gare real estate project will have higher success rate than not using project management process

#### Hypothesis 2

Implementing project management process in the La Gare real estate project will positively relate to completion of the project within the planned cost, time, quality and scope.

### 1.6 Significance of the study

The study was providing insights to real estate developers about the effectiveness of project management processes on the performance they undertake. It was empirically inform decision - makers and others concerned bodies about the problem at hand; to suggest ways and means of tackling the problem at hand and to fill in current gaps specified by the problem. The researcher strongly believes that the findings of this study was provide valuable information to the owners, contractors and consultants towards achieving the project within the specified time, within

budget, within required quality standards and scope. It will give policy makers and higher officials clear insight into the reality of the project success in the Ethiopian standards. The study also serves as a spring board for those people who want to conduct further study in the area. Furthermore, the potential findings are believed to help academicians and researchers in doing further researches on the same subject with the aim of improving the performance of real estate project in the country.

### 1.7 Scope of the Study

This study was constraint at La Gare real estate in Addis Ababa. Conceptually, the study investigates the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. Methodologically, the study delaminates to descriptive study research design; qualitative and quantitative research approach was used for data collection and analysis. For this study simple random sampling will use for group homogeneity. Geographically La Gare real estate will take as an area for this study because of its convenience for the researcher to collect data easily. Regarding the time scope, the study will conduct for academically year 2016/2024.

### 1.8 Definition of Terms

**Project:** - is a multidisciplinary word that has different meaning from different perspective and orientations. (PMI, 20000)

**Project Management:** - Project Management Institute, (2013: P5) defines Project management as an application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

**Project management processes:** - Project management processes can be described in terms of the integration between the processes, their interactions, and the purposes they serve (PMI, 2013: P3):

**Real Estate:** – is property consisting of land and buildings on it along with its natural resources such as crops, minerals or water, immovable property of this nature; an interest vested in this, an item of real property, more generally buildings or housing in general (Wikipedia,2019).

**Real Estate Development Project:** – are a business process, encompassing activities that range from the renovation and re-leasing if exist buildings to the purchase of raw land and the sale of developed properties or parcels to others (Wikipedia, 2019).

## 1.9 Organization of the study

The research paper had five chapters; the first chapter includes background of the study, statement of the problem, research questions, objectives, significance, and scope of the study, limitation of the study and also definition of terms. The second chapter was about review of related literature which is related to the study area and it gives a detail description of the study phenomenon by relating other scholar papers on the area. The third chapter will be telling all about methodology of the study in which research approach and method, sources of data, sampling techniques and procedure, method of data collection and analysis and the like were included. The fourth chapter the collected data will be analyzed discussed and interpreted. And the last chapter contains summary of the findings, conclusion, recommendation, references and annex.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter presents relevant literature and prior studies that support the objective of the study and discussed this literature divided into two parts the theoretical and the empirical part.

#### **2.1 Theoretical literature review**

##### **2.1.1 The Concept of Project**

According Lock (1987), indicated that Projects have been part of the human scene since civilization started. Although some may argue the concept of a project the construction of the Tower of Babel or the Egyptian pyramids were some of the first “projects,” or cave dwellers probably formed a project to gather the raw material for mammoth stew. However, it is certainly true that the construction of Boulder Dam and Edison’s invention of the light bulb was projected by any sensible definition. Modern project management, however, is usually said to have begun with the Manhattan Project. Morris (1994) stated that managing a project has been one of the oldest and most repeated accomplishments. The concept of project has gained a wide range of attention in literature resulting in different perspectives of the definitions. The International Project Management Association (IPMA) defined it as an organized effort aimed at achieving a predefined output which is exposed to constraints (IPMA, 2015).

This is a very detailed definition that recognized the characteristics of a project as unique, transient, consisting of organized interrelated activities, involving several disciplines and constrained by certain factors. It also gave room for flexibility in the nature of the output by referring it as agreed deliverables. One of the most acceptable definitions viewed a project as engagement taken to produce a unique product, result or services (PMI, 2017). Looking at this definition of a project, it could be said that it is characterized by transiency (a definite start and completion time), multidisciplinary nature, unknown elements which creates risks, a change, problem solving or utilization of opportunity, utilization of limited resources, achievement of set goals and objectives, uniqueness of product, service or result, and novelty in the way the interrelated set of activities are completed (Unegbu et al., 2021).

Projects have specific characteristics and rules in comparison to operational work Contemporary literature outline such findings and offer sample definitions, highlighting the uniqueness of every

project. Projects are temporary organizations, established to achieve desired goals and objectives resulting in project teams being also temporary, redundant, or reassigned after the completion of the project (J.M.juran1999). According to PMI (2000), a project has different characteristics. The first one is project is a one-time-activity whose main purpose is to solve a problem or to grasp an opportunity. Also, have start and endpoints. The project's success is highly affected by stakeholder participation. So, the project has to be managed properly. The project manager is a responsible person to manage a project. According to Prabhakar (2008), a project could be classified on the bases of complexity, size, level of risks in the project, and the level of involvement of customers. Thus, a project could be complex, large, high risk or customer focused as the case may be. Every project has a life cycle comprised of different phases through which the project must pass through to completion (PMI, 2017). Different categories of project phases exist which is often determined by the kind of industry, size of project, the nature of the output, and such like, but the most popular is that contained in Kerzner (2003), consisting of conceptual, planning, testing, implementation or execution and closure. This sequence of project phases is aligned to that contained in PMI which are: initiating, planning, monitoring and controlling, execution and closing processes PMI (2017).

### **2.1.2 The Concept of Project management**

According to the Project Management Institute, project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMI, 2013). These two definitions are oriented towards application of various means to achieve project objectives. On the other hand, project management has been defined from management functions perspective by Kerzner (2009). Kerzner (2009) stated that, 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. Likewise the Association for Project Management also defined project management as the application of processes, methods, knowledge, skills and experience to achieve the project objectives (APM, 2012).

The new PMI (2000) has added five new project management processes plan scope management, plan schedule management, plan stakeholder management, and control stakeholder management. United Nations Industrial Development Organization (UNIDO) has divided project cycles into phases and stages as follows. Pre-investment phase, Investment phase, and Operational phase.

The Baum Cycle (adapted by the World Bank in 1970): Have five stages. The breakdown of the phases in the project cycle is artificial. In reality, the process is continuous and iterative. The phases are: Identification, Preparation (feasibility study), Appraisal, Implementation, and Evaluation – added after a certain period. It involves an ex-post evaluation. New Project Cycle (World Bank 1994): It has four phases Listening- Listen to the stakeholders, Piloting- trying it on a small scale, Demonstrating- demonstrating the pilot, and Mainstreaming duplicating the pilot. There are different views and perspectives of the definition of project management, but the most commonly accepted definitions are those from professional bodies. The Association of Project Management viewed project management from the perspective of the process that is followed in order to achieve the desired output of a project which includes planning, execution, monitoring and control and closure (APM, 2016).

Project management is targeted at how best to approach the project so as to achieve the desired expectations of the stakeholders. Project management is viewed as the utilizations of tools, methods, techniques and skills in implementing the activities of a project with the aim of actualizing the stakeholders' expectations (PMI, 2017). This in their perspective demands that a project should pass through five phases consisting of a series of activities from the start to completion. It is concerned with how best to implement project activities so as to attain optimal performance the origin of project management could be traced to the military defense industry in their attempt to effectively respond to national security needs (Chou & Yang, 2012). Since then, project management has developed over the years to become a fully recognized discipline with tools, techniques and methods that improve the management of project activities and resources to achieve the defined outcomes of projects. Thus, effective project management has become an imperative in project-based industries like construction, manufacturing, and many other industries basically because it facilitates the realization of project deliverables (Isik et al., 2008).

The most widely accepted of these guides is the Guide to the Project Management Body of Knowledge (PMBOK Guide) which is an initiative of PMI that consist of ten knowledge areas which are integration, stakeholder, procurement, communication, time, cost, human resource, quality, scope and risk management (PMI, 2017).

Project management contains best practices that have the capacity to enable business organization to achieve the much-needed results in managing their projects. Therefore, it is believed that the right applications of the practices, tools and methods contained in these

knowledge areas to project activities will result in improved effectiveness and efficiency of project management and achievement of the expectations of project stakeholders (Chou & Yang, 2012). According to Zwikaël (2009), a good knowledge and right applications of the practices contained in the PMBOK Guide enhances the performance of project managers and project team, and promotes project success (Unegbu et al., 2021)

#### **2.1.4 Project Management Knowledge Area**

Knowledge Area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization and they are used on most projects most of the time (PMI, 2013). The ten PM Knowledge Areas are discussed below. 1) Project scope management: - This knowledge area includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Generally, managing the project scope is primarily concerned with defining and controlling what is and is not included in the project (PMI, 2013).

A knowledge area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization. These ten knowledge areas are used on most projects most of the time. Project teams should utilize these ten knowledge areas and other knowledge areas, as appropriate, for their specific project. The knowledge areas (Appendix-1) are project integration management, project scope management, project time management, project quality management, project human resource management, project communications management, project risk management, project procurement management and project stakeholder management (PMI, 2013). PMI (2013) defines the important aspects of each knowledge area and how it integrates with the 5 process groups. The knowledge areas provide a detailed description of the process inputs and outputs along with a descriptive explanation of tools and techniques used to produce each outcome within the project management processes.

##### **2.1.4.1 Project Integration Management**

Within the project management process groups, project integration management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and activities in project. The project integration management processes include the following. (i) *Develop Project Charter*: The processes of developing a formally authorizes the existence of a project and provides the authority to apply organizational resources to project (Sabyasachi,

2017). A project charter cannot be considered as a contract, because it does not consider or money promised or exchanged in its creation. Hayes (2000) evaluated the completeness and effectiveness of a project charter template as a project management tool. An information system development project charter was developed and initiated by a hospital-based clinical laboratory.

Project integration management: - It 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 (PMI, 2013). This Knowledge Area addresses the glue that links all of the deliverables from the Process Groups into a unified whole (Wysocki, 2014).

#### **2.1.4.2 Project time management**

Project time management includes the processes required to manage the timely completion of the project (PMI, 2013). It provides time estimates for both the duration of a project task and the actual effort or labor time required completing the task. It also involves comparing estimated times to actual times as well as managing the schedule and cost variances (Wysocki, 2014).

Project cost management:- 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 (PMI, 2013).

The project is subdivided into start dates, deadlines and budgets for each project to achieve the desire project success. In addition, circumstances change from time to time at any stage of the project, which means they are often reviewed. This includes project management, which includes creating a schedule for the project and deciding who is responsible. That means describing activities is not the same as doing WBS, but it is the same. So, create a to-do list that affects every aspect of the project. Definition of project success often involves completing the project on time, according to (Saylor.org, 2009, P26). A key message in project time management is the importance of ensuring work proceeds effectively within individual tasks, along with the interaction of related tasks (Hameri and Heikkila, 2002,p-143, cited in Pasian, 2011, p-19). Project success, based on effective control of time management processes, instruments and practices, is the ultimate measure. The project manager is primarily responsible for developing and managing a realistic project schedule and project plan to complete the project on time.

#### **2.1.4.3 Project quality management**

Project Quality Management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project

will satisfy the needs for which it was undertaken (PMI, 2013). Project quality management works to ensure that the project requirements, including product requirements, are met and validated. A project can be completed punctually and on financial plan, but if the quality does not meet the set standards, it is a failure for the project. The management of plan quality is part of the overall project management plan, although it can be an independent document if it contains the product or service with quality details. Quality assurance must be included in the process, which is the only way to ensure quality standards are met. Therefore, quality control must be monitored and assigned to ensure that these standards in the quality management plan are met (PMI, 2013, p-227)

#### **2.1.4.4 Project procurement management**

The processes necessary to purchase or acquire products, services, or results needed from outside the project team are included under project procurement management according to PMI (PMI, 2013). This involves with outside procurement, which is part of many projects such as hiring small contractors. If not implemented properly, it will clearly affect the budget and schedule. Planning is important for procurement management in identifying the additional needs of the project and the way that those contractors will participate. Next, hire the contractors to make those purchases, it is important to choose a job description, reference terms, feedback questions and seller. Individual processes need to be managed and supervised, and then the work is completed and everyone is satisfied. (PMI, 2013, p-366) stated that Project Procurement Management includes the procedures necessary from outside the project team to buy or acquire products, services, or results needed. The company can be either the buyer or seller of the goods, services, or outcomes of a project Nevertheless, the procurement effort on projects varies widely and depends on the type of project, as (Saylor.org, 2009, p-37) explained.

#### **2.1.4.5 Project communication management**

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 (PMI, 2013). Communication-The characteristics and actions of the leader are human elements that have a major impact on the outcome of a project. The human component is a critical part of project management and can include the behaviors of people, the social system, political issues and problems with communication (C. Hobbs, 2014).

Communication is an essential leadership skill in (Gladden, 2014). Communication is a gentle and subjective ability that project managers need to have (C. Hobbs, 2014). For project success, communication is necessary and communication skills include reporting, presentation, relationship management and interpersonal skills (Ahsan, K., Ho, M., and Khan, S, 2013). Communications issues are a part of known challenges in project management. One of the ten knowledge areas of the Project Management Body of Knowledge (PMBOK) guide is project communications management. Communication planning, communication management, and communication control are the primary processes for communication management (PMI, 2013). Communication activities vary in size and include internal and external, formal and informal, vertical and horizontal reporting, official and unofficial reporting, written reporting, oral reporting, verbal reporting and nonverbal reporting (PMI 2013).

#### **2.1.4.6 Project human resource management**

Project human resource management focuses on actions related to the human aspect of the project and, according to PMI (2013), it includes the processes that organize, manage, and lead the project team. Human resource management is a branch of management, which deals with people at work in an organization. Human resource as a strategic and articulate method to the management of an organization's most treasured assets, the people working there individually and collectively contribute to the achievement of its objectives. (Story, 1989), cited in (Armstrong, 2006, p-1) believes that Human resource management can be regarded as a 'set of interrelated policies with an ideological and philosophical underpinning'. (Mathis and Jackson, 2006, p11-13) stated human resource management involves several activities such as human resource Planning and Analysis, equal Employment Opportunity, staffing, human resource development, compensation and benefits, health, safety, and security, employee and labor/management relations.

Project humans are as one wing of human resource management. The management of resources involves the organization, administration and leadership of the project team. The project team consists of individuals with assigned roles and responsibilities for the project's implementation. It is an important responsibility of the project management team to staff the project with the right skills, at the right place, and at the right time

#### **2.1.4.7 Project risk management**

Project risk management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project. Its objectives are to increase the likelihood and impact of positive events, and decrease the likelihood and impact of negative events in the project (PMI, 2013).

Risk management process is a system in which the risks of the project are regularly identified and managed during the project. The process involves a number of steps and warnings to reduce the risk and risk of each accident. An emergency procedure used to ensure that all hazards are regularly identified, quantified, monitored, transmitted and / or facilitated. The key project risk management discipline lacks the optimality that is assumed in the standards of best practice. In this context, (Renn, 1998, p-64) cited in (Kutsch, 2008,p-2) the set of assumptions of a risk analysis that is primarily objective "is a virtue as much as it is a shortcoming."

Project risk management is the highest ranked factor for project failure (Whittaker, 1999, cited in Kutsch,2008, p-2), the systematic procedure of classifying, evaluating and responding to risks as project-related events or conditions that are not definitely known and that have the potential for adverse effects on an objective project (PMI, 2013, p3-10). Thus, care must be taken to properly manage risk management.

#### **2.1.4.8 Project stakeholder management**

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 (PMI, 2013). Management of stakeholders has been one of the main areas of soft skills that has highlighted as essential to advance. The project stakeholder management processes needed to identify entities that could influence or influenced by the project, to assess stakeholder expectations, and to develop effective strategies to benefit from the participation of stakeholders. (Legris.C 2006), cited in (Pasian, 2011, p-21) emphasize stakeholder management as a contribution that (Pasian, 2011, p-21) echo this view when they argue that effective stakeholder management can minimize changes in project planning and increase quality specifications (possibly through a Strategic Management Framework) as opposed to quantity specifications).In both research efforts, it implied that strategic management during project



implementation could have an effect on cost control. The management of stakeholders also pays attention to smooth communication with stakeholders in order to recognize their expectations and address conflict of interest issues. Satisfaction with stakeholders should be seen as the core of any project. Determine the stakeholders', Management of the stakeholder, Engagement of stakeholders and Control the participation of stakeholders are part of a well-structured project management (PMI, 2013, p-391)

### **2.1.5 Construction project**

Construction project management was defined by walker in 200 and later re-emphasized by Farrell (2008) as the planning, organizing and monitoring of a project from initiation to closing out (including commissioning) on behalf of a client requiring the identification of the client's objective in terms of utility, function, quality, time, and cost and the establishment of relationships between resources, integrating, monitoring and controlling the contributions to the project and evaluating and selecting a different alternative in pursuit of the client's satisfaction with the project outcome. The application of project management practices has been identified as an effective approach that would help in improving competencies and efficiently complete projects (Arnabodi et al, 2004).

### **2.1.6 History of Housing Program in Ethiopia**

As of Meron Tesfa Condominium housing program in Ethiopia cited by United Nations Human Settlement Program (2010) revealed that, during the first half of the twentieth century, at the time of Emperor Haile Selassie, land and housing in Ethiopia were controlled by a select few individuals and groups who owned and tightly controlled land and housing development. Low-income households had little option but to rent housing and this was done outside of any formal control or planning system. In 1962, for example, 58% of the land in Addis Ababa was owned by only 1,768 individuals, equating to ownership of over 10,000m<sup>2</sup> each, and leading to 55% of housing units being rental housing. In 1974 evolution is the result of overthrow of Emperor Haile Selassie and means of established the Derg, regime. In July 1975, Proclamation No. 47: "Government Ownership of Urban Lands and Extra Houses" nationalized all urban land in an effort to force a fairer distribution of wealth across the country.

During this time, two new typologies in the housing sector were established: Government-owned rental units, administered by the Agency for the Administration of Rental Houses, and Kebele Housing managed by Kebele Administration units, the smallest government

administration unit, operating at the neighborhood level. During this time approximately 60% of housing in Addis Ababa was rental accommodation and Kebeles accounted for 93% of this rental accommodation. In 1994, Following the new constitution and federal system of government, a rural development policy and named the Land Reform Program was introduced.

Addis Ababa's first housing policy, incorporating the Government's practice of maintaining public ownership, was also implemented at this time but it assumed that the housing market alone would meet the demand for affordable housing of the low-income population. After the 1974 Ethiopian revolution, the rapid growth of population in Addis Ababa presents extraordinary pressure on the existing housing policy and on the entire infrastructure like- water, electrical power supply, drainage and roads. Planned development of the past was unable to meet the needs of the community and forced to develop public housing re-development plan in GTP I and II (Condominium Housing Program in Ethiopia cited by United Nations Human Settlement Program (2010).

The Ethiopian Federal Democratic Government took considerable effort to improve the housing conditions in Addis Ababa city by maintaining different housing programs like- 10/90, 20/80 and 40/60 respectively. The study focuses on 20/80 housing project through different corners of Addis, according to Addis Ababa Housing Project Office (AAHPO- 2016), Addis Ababa City Administration has delivered 105,000 houses to tenants in the last 10 years. Annually, the administration allocates over 6.3 billion birr for the construction of 10/90 and 20/80 condominiums. More than 860,000 of Addis Ababa's dwellers have registered in the 10/90 and 20/80 housing schemes. The office had initially planned to construct 335,000 houses in the five years of GTP II.

However, no new construction has been undertaken due to waiting the approval of city council to start a new 10/90 and 20/80 housing projects, considered ideal for construction. Currently, there are over 130,000 houses already in progress across several coroners of the city.

### **2.1.7 Real Estate Development Practice in Ethiopia**

Real estate and Construction are two of the 18 sectors in Ethiopia's national income statistics in which they accounted 14.9 % of GDP in 2008/2009 with real estate and construction comprising 9.1 and 5.8 % respectively. During the Derg Regime, large scale private housing construction by real estate developers was illegal. The introduction of private real estate development happening in the 1990's with large scale developments such as Ayat Real Estate

and Sunshine Construction. (Yusuf, 2009) The history of real estate development in Ethiopia is related to urbanization and urban land ownership (Berhanu, 2004). Based on the basis of land ownership, Ethiopia could be categorized into three periods private land ownership Period (pre 1975), Public Ownership (1975-93) and Public ownership with lease rights (post 1993). Private land ownership pre 1975 included landlords who wanted sell parcels of land for individuals who wanted to build houses. Most developers were landlords where they lacked planning or the authority. Public land ownership during the Derg regime showed that main developers were Government, parasternal institutions and public associations. Public ownership of land post 1993 was characterized by changes to laws of property development where it encouraged the private sector to have an active role in the economy (Berhanu, 2004).

The residential real estate market in Addis Ababa is evolving into a varied mix of extensive government-built condominiums (apparently for lower-income groups), mid-market developments by housing cooperatives, and largely high-end homes built by real estate developers and/or homeowner themselves (Mulugeta,2017). Dominant Real Estate developers are Sunshine Real Estate, Ayat Real Estate, Habitat for flower Real Estate, Ropack International, Ambassador Real Estate, Trancon Real Estate, Gift Real Estate, Enyi Real Estate, Country Club developers, Akasas Real Estate and Flintstone homes are to name a few( Access Capital,2010). (Mulugeta, 2017) stated that housing is a significant issue in determining a country's development both in developing and developed states as well as in the urban and rural areas. Among the motivating factors for foreign real estate investors in Ethiopia are availability of cheap and young labor, excess demand of house due to rapid urbanization, increasing of per capita income due to rapid economic growth and availability of raw materials especially land, suitable business place in comparison to other African countries Among the challenges were legal challenges such as no legally designed regulations in Ethiopia, institutional challenges related to the institutional arrangement and support for investors, financial related challenges that is access to finance and poor housing financial institution in the state and labor related problems such as large number of unskilled labor that makes it difficult to get skilled professionals as well as priority is not given. To sum up, priority of the real estate investment is not highly encouraged by the government of Ethiopia. (Mulugeta, 2017)

### **2.1.8 KEY PERFORMANCE INDICATORS (KPIs)**

KPIs were established and introduced as one of the performance measurement tools, and it has since become the most prominent performance measurement metric in the construction industry, especially after "Rethinking Construction" (Ittner et al., 2003; Lop et al., 2018). Many construction organizations have introduced performance measurement via KPIs. KPIs in construction allow the industry to measure project and organizational performance (Ofori et al., 2016). A KPI measures the performance of an activity that is crucial to the success of an organization or a project (Okuden et al., 2022)

The project manager should have sufficient knowledge of these areas. Knowledge units are a set of ideas, terms and activities that create a unique field of work known as project management. Project group should make good use of these knowledge units and other extension of knowledge units for specific types of projects. (PMI, 2013:P60) Project management, integration management, time management, quality management, human resource management, communications management, cost management, risk management, procurement management and stakeholder management are ten general project-management knowledge areas. Generally, it is widely accepted that time, cost, and quality are the most important factors to consider when evaluating a project's performance. The success of a construction project can be evaluated using the fundamental criteria of cost, schedule, and quality, which have traditionally been used as hard key performance indicators (KPIs) in construction (Chan & Chan, 2014).

According to a researcher, these three key components are known as the "iron triangle" (Atkinson, 1999; Leong et al., 2014). Soft KPIs like customer and project participant satisfaction are important markers of project success. External data and project management systems are commonly used to create hard KPIs. On the other hand, soft KPIs are based on subjective indications supplied by respondents and can be acquired via surveys or interviews. Soft indicators that measure participant satisfaction with interpersonal interactions may be used to advocate for the importance of stakeholder collaboration in achieving project goals (Nzekwe-Excel et al., 2010).

Project performance indicators (PPIs) in real estate are critical for assessing the success of projects. Here are some common PPIs with relevant citations:

**Cost Performance Indicators:** Cost Variance (CV): The difference between earned value (EV) and actual cost (AC). A positive CV indicates cost savings. Cost Performance Index (CPI): The ratio of EV to AC. A CPI greater than 1 indicates cost efficiency. According to Ogunlana et al. (2002), cost performance indicators like CV and CPI are crucial for monitoring and controlling costs in real estate projects.

**Schedule Performance Indicators:-** Schedule Variance (SV): The difference between EV and planned value (PV). A positive SV indicates ahead of schedule. Schedule Performance Index (SPI): The ratio of EV to PV. An SPI greater than 1 indicates ahead of schedule. Aibinu & Jagboro (2002) highlight the importance of schedule performance indicators like SV and SPI in real estate projects.

**Quality Performance Indicators:-** Defects per Unit (DPU): The number of defects per unit of measurement. A lower DPU indicates higher quality. Customer Satisfaction Surveys: Surveys measuring customer satisfaction with the quality of construction, finishes, and overall experience. The significance of quality performance indicators like DPU and customer satisfaction surveys in real estate projects Kiviniemi et al. (2018)

**Risk Management Indicators:** Risk Exposure: The potential impact of identified risks on project objectives. Risk Response Effectiveness: The effectiveness of risk response strategies in mitigating identified risks. Emphasize the importance of risk management indicators in real estate projects for identifying and mitigating risks Chan & Chan (2004)

**Stakeholder Engagement Indicators:** - Stakeholder Satisfaction: The satisfaction levels of stakeholders (e.g., investors, buyers, local community) with project outcomes and communication. Stakeholder Engagement Index: The level of engagement and involvement of stakeholders throughout the project lifecycle. The significance of stakeholder engagement indicators in real estate projects for building positive relationships and managing expectations. These PPIs are crucial for evaluating and improving the performance of real estate projects, ensuring they meet stakeholder expectations and achieve their objectives Lee & Kang (2018)

### **2.1.9 The link between project management knowledge areas and project performance**

In real estate development, project management knowledge areas play a crucial role in ensuring successful project outcomes. Several studies have explored the link between project management knowledge areas and project performance in real estate. Here are some key findings:

Integration Management:- According to a study by Yu et al. (2017), effective integration management positively impacts project performance in real estate development by ensuring that all project components are aligned with the overall project objectives. Scope Management:- Research by Al-Maghafi.K(2017) indicates that clear scope definition and management contribute to better project performance in terms of meeting project requirements and client expectations.

Time Management: - A study by Aibinu. J (2002) found that effective time management practices, such as scheduling and monitoring, are associated with improved project performance in real estate development, including timely completion. Cost Management:-According to a study by Enshassi, Mohamed, & Abu El-Maaty (2009), effective cost management practices, such as budgeting and cost control, are critical for achieving project success in real estate development.

Quality Management:- Research by Kiviniemi, Sulankivi, & Seppänen (2018) suggests that implementing quality management processes, such as quality planning and assurance, leads to higher-quality outcomes and improved project performance in real estate development.

Risk Management:- A study by Chan & Chan (2004) highlights the importance of risk management in real estate development, stating that effective risk management practices lead to reduced project risks and improved project performance. Procurement Management:- According to a study by Wang, Qiang, & Shen (2019), efficient procurement management practices, such as supplier selection and contract management, are associated with improved project performance in real estate development.

Stakeholder Management:- Research by Lee & Kang (2018) suggests that effective stakeholder management, including stakeholder engagement and communication, is essential for project success in real estate development. In conclusion, the effective application of project management knowledge areas is critical for achieving project success in real estate development. These knowledge areas are interrelated and work together to ensure that projects are completed on time, within budget, and to the satisfaction of stakeholders.

## 2.2 Theory of the study

### 2.2.1 Project Management Theory

The theory describes project management as the application of knowledge, skills, tools and techniques to project activities to achieve project goals or objectives. It is accomplished through the application and integration of the project management processes in terms of initiating, planning, executing, monitoring and controlling, and closing the project (Lewis, 2007,). A project can be defined as a transformation of inputs and outputs. Project management seems to be based on three theories of management namely management as planning, the dispatching model and the thermostat model. With action as the key word in the definition of project and as a main subject of the three theories of management, one can summarize classical (project) management as “management of action” or “the use of a closed system” (Boonstra, 2005). Management-as-planning, conceptualizes that in planning a project, there is a managerial part and an effector part (Koskela & Howell, 2012a). The primary function of the managerial part is planning, and the primary function of the effector part is to translate the resultant plan into action. Management at the operations level consists of creation, revision and implementation of plans (Koskela & Howell, 2012a). Several studies attribute Nigerian Indigenous Contractors (NICs) poor performance to inadequate project planning due to the adoption of a non-project (traditional) management approach despite its shortcoming (Inuwa, 2015)

### 2.2.2 Uncertainty Theory

Uncertainty theory was presented by Liu (2010) because of speculation of space of vulnerability. Uncertainty theory was likewise connected to questionable rationale by Li & Liu (2010) in which uncertainty is described as the unsure measure that the recommendation is valid. Moreover, unsure entailment was proposed by Liu that is a philosophy for computing reality estimation of a risk occurrence when reality estimations of other questionable equations are given. Uncertainty is obviously not a dismissed idea in task execution. Early advancement of movement arranges systems during the 1950s, for example, PERT (Program Evaluation and Review Technique), perceived the likelihood of variety in undertaking lengths. These systems were reached out during the 1960s to join probabilistic spreading for example Graphical Evaluation and Review Technique. Subjective methodologies, for example, the Synergistic Contingency Evaluation and Review Technique, and Analysis of Potential Problems, were created to guide venture chiefs to

get ready for vulnerability with hazard anticipation and possibility arranging (Henriksen and Uhlenfeldt, 2006).

### **2.2.3 Stakeholders Theory**

The stakeholder theory asserts that the importance of a firm focuses on various partner groups that were concerned with the daily operations of the organization. Hence, Stakeholder theory was propounded by Freeman (1984) and suggested that managers in an organization had an obligation of ensuring that there was cordial relationship between customers, business partners, suppliers and contractors. More so a stakeholder, who controlled them, could come up with value chain for customers, vendors, communities and financiers. The illustration and representation of all the partner groups on projects was therefore paramount for effective and efficient performance of the organization (Gibson, 2000). The stakeholder's model was very critical since it defined duties, rights and responsibilities of various stakeholders (Freeman, 2002). Stakeholder had larger share in the corporation and expected maximum returns (Frey & Nickerman, 2009). Stakeholder theory was therefore relevant to this study because beneficiaries' involvement is vital for project performance through ensuring proper management of the potential project management risks. The theory aided in investigating the influence of beneficiary involvement on project performance.

### **2.3 Empirical review**

As the theory suggests, effective project management is essential for a successful projects. Various scholars and researchers seen different problems that projects could face and investigated the relationship between project management success factors and project success. Hence, in this section review of some of the most important studies is presented. Different researchers in different countries investigated project success factors and success criteria from different industries perspectives. In this sub section, the methodology used and findings identified on studies conducted on project success, success factors and success criteria are reviewed.

Lonna, Emil and Razvan (2012) on their quest investigated the main factors influencing project success through conducting a quantitative research method. They adopted Pinto and Slevin's critical success factors and tried to identify the top five project success influencing factors. The authors confirmed all the critical factors are important for project success yet they argue the top five influencing factors are clearly defined goal and directions, competent



project team members, clearly defined roles and responsibilities, communication and consultation with stakeholders and compliance with the planned budget, time frame and performance criteria.

Alias, Zawawi, Y, .A (2014) have conducted a study to identify the relationship between critical success factors of project and project performance. The authors building their theoretical framework on five critical success factors as variables and investigated their influence on project performance using cost, time, quality and client satisfaction as performance measures. Project management action, project procedures, human factors, external issues and project related factors are the success criteria used as variables in the study. At the completion of the study, the authors proved there is a positive relationship between project performance and all the five critical success factors. Chan WaiKuen (2007) developed conceptual framework and tested it in Malaysia manufacturing sector. Chan's focus was identifying success measures of projects and contributing factors for manufacturing related projects. Chan adopted Pinto's critical success factors and the traditional time, cost and quality measure of project success in his study and investigated the relationship existed between the two. Based on his finding, Chan argue that all the critical success factors identified by Pinto and Slevin to be influential factors for project success in Malaysia manufacturing industry.

A major study of project management maturity at a global level was conducted by Price Water House Coopers (2004) in which two hundred responses were gathered from a balanced group of companies from thirty different countries across the globe. Some of the relevant key findings for the study were as follows: That there was a positive correlation between project maturity and project performance. A higher project management level would most likely deliver superior performance in terms of overall project delivery and business benefits; that the current level of maturity is 2.5 indicating that the current state of project management in organizations is at the level of informal processes; that many of the project failures are due to an imbalanced organization; Organizational structure has a big influence in overall project performance. Organization structure influences the performance and outcome of projects the study named "Building construction project management success as a critical issue in Real Estate development and investment" was conducted by N. Emoh (2011).

The study assessed Nigerian Project management practice on the area of building construction, particularly in Real Estate development and investment. The study tried to address project

success factors that contribute to the achievement of project goals. In the paper project success and success test criteria are discussed as the following. According to the study a project is termed successful with in time, budget, effectiveness, quality and client satisfaction parameters completed on time; completed within budget; completed in accordance with the original set performance and quality standards; and accepted by the intended users or clients whether the client is internal or from outside the organization by the use of established management techniques of planning, organizing, directing and control. The issues on life cycle management, time management, conflict resolution and management, networking, contracts management, project choice and project quality are the key factors that contribute to project success" (Nwachukwu & Emoh, 2011: P59).

As stated by (Jekale, 2004 cited in Abadir, 2011: P38), there is no enough construction and management capacity in Ethiopia. The parties involved in construction companies are less experienced in project management. The management of construction project is highly influenced by the utilization of scarce financial and physical resource with controlling activities limited to cost and time monitoring dimensions only. Contractors cannot properly administer contract, most of them are not properly trained to prepare cost and schedule reports, quality records, safety reports, change order records, claims records, progress reports, payment requisition, etc. Most local contractors even don't have project management knowledge or are not interested to pursue legitimate claim for fear of damaging working relationships and their reputation in the industry as they will be dealing usually with few public institutions.

The study conducted by Abadir H. Yimam in 2011 on Project Management Maturity in the Construction Industry of Developing Countries (The Case of Ethiopian Contractors) tried to show the level of contractors on project management using maturity model to address the gaps and identified two major gaps in the existing maturity models. Using the model, maturity assessment of contractors in Ethiopia shows that, low level of PM maturity (Informal practice of the basic processes) is found. Further, the research found there was higher level of project management maturity in ISO certified contractors and contractors which took part in Capacity Building Program than they are not. Similarly, Road contractors PM maturity is found to be higher than Building contractors. In addition, the research found higher maturity level for material, procurement, cost, financial, time, and human resource management. Risk and safety management are found to be the least matured PM areas.

The study done by (Melat, 2017) revealed that, real estate development construction projects were failing in every measure of project success. Real estate development construction projects take longer time than planned which by itself is cause for cost over runs of projects. While motivating and initiating subordinate team members for the successful completion of project by providing idea; project managers were failed to motivate and initiate subordinate team members. As a result the subordinates were not willing to take assignment and have impact on project completion and success.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research design**

In order to achieve the objectives stated above, the researcher used both descriptive and explanatory research method. This is because descriptive researches describe and interpreted what is. It is concerned with conditions of relationship that exist; practices that prevail; beliefs, processes that are going on; effects that are felt, or trends that are developing. Description is often combined with comparison and contrast involving measurement, classifications, interpretations and evaluation (Sanchez, 1980). The nature and intention of this study is also describing and investigating the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa.

#### **3.2 Research approach**

The researcher uses a mixed research approach in order to achieve the study's goal and answer the research questions. In this study Individuals will contacted and questionnaires was distributed, and filled up and returned. With the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa, this method was chosen because it is an effective instrument for gathering data from a sample population in order to research the topic at hand.

#### **3.3 Data collection techniques**

Both primary and secondary data will be collect for the analysis. The primary data was collected through different techniques like using structured questioner and interview, focus group discussion and other convenient methods. Secondary data will be collected from research papers, different publications, reports, internet sources.

#### **3.4 Data collection tools**

Data was acquired in both quantitative and qualitative formats from both primary and secondary sources. While the study the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa, it was also rely on secondary data to fill in the gaps. Customers will provide the primary data through questionnaires. The primary data is an item unique to the question investigated.

**Documents** such as Official documents, reports, research papers, books, magazines and other internet sources were consulted as secondary data.

Data gathering is based on sampling from a range of experiences and from people in the field. This information is then filtered through the perceptions of the researcher to provide rich detail and insight (Dunn, 1994) (cited by Wilkins, 2004). Rapid appraisal will be made to differentiate data to be collected for the analysis, people used for interview and focused group discussion, document to be reviewed, identify key informant and soon.

**In-depth interview:** - The researcher will make in-depth interview, while gathering information from different documents.

**Questionnaires:** - Questionnaires were prepared and distributed to both selected respondents. This method assisted the researcher to have more detailed data and information about the subject under study.

### 3.5 Population and Sampling

#### 3.5.1 Target Population

This study was conducted in La Gare real estate in Addis Ababa. According to Cooper and Schindler (2008), population is defined as the total collection of elements under study whereby references have to be made. The target population was the working in La Gare real estate in Addis Ababa. The target populations from which the sample respondents was select from the total number of individual who were working in La Gare real estate in Addis Ababa. The total population of the study is 185 employees working in La Gare real estate in Addis Ababa

#### 3.5.2. Sample size

According to Cooper and Schindler (2008), sample size was described as a smaller set of elements from the larger population. Mugenda (2003) argued that the choice of sample size was governed by the confidence you need to have in your data, level of certainty, and the accuracy. You require for any estimates made in your sample, the type of analysis you are going to undertake and finally the size of the total population from which your sample is drawn. The sample computation was as follows. Using all population for data collection is difficult for one researcher. So it is difficult to use all population, and the researcher using formula developed by (Yamane, 1967).

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

Where N= number of total population

n= sample

e=level of precision (5%)

$$n = \frac{480}{1+480(0.05)^2} = 218$$

### 3.5 Methods of Data Analysis

The data collected using both secondary and primary sources was analyzed in both qualitative and quantitative manner. To make brief, information collected from different documents (qualitative), interview (the qualitative part), and observation will be analyze in qualitative way in simple and brief sentences; whereas the data collect from documents (quantitative), interview (the quantitative part) and questioners will be analyze in quantitative manner using simple statistical tools such as percentage, ratio and other convenient methods. Then finally, the researcher will try to create some linkage between the qualitative and quantitative analysis. This study used multiple linier regression models with comparative analysis.

### 3.6 Methods of Data Presentation

Some of the qualitative analysis was present in maps, photos and figures. Whereas the quantitative analysis will be present in different graphs, charts and tables depends on the nature and characteristics of the analysis such as with mean and STD, Then the researcher will try to make the presentation of both qualitative and quantitative analysis to have strong relation and create clear picture of the general situation of the study.

### 3.7 Validity and Reliability

**Validity Test:** since validity of a research study is a conceptual and scientific soundness, the test focused on eliminating or minimizing the effect of extraneous influences, variables and explanations that might detract the accuracy of the ultimate findings. After the researcher constructs the questionnaire, pre-testing was done with persons who have knowledge of the area by allowing them to read it. This is done to ensure that the questionnaire is clear to respondents and can be completed in useful way (Adam et al., , 2007), then, the instrument was evaluated by academic advisor prior to the data collection so as to

Maintain its validity and to increase the accuracy and usefulness of the findings in which it allows greater confidences of the study.

**Reliability** refers to the stability of the measure use to study the relationships between variables (Ghuri, &Gronhaug. , 2010), the questions in the questionnaire were designed taking into consideration the issues related to the problem and goals of the study and theories on the subject. The reliability of the study will conduct by using cronbach"s alpha. Reliability refers to the

consistent of measurements throughout the entire finding of the study and it is a determination of obtaining the same results within the sample respondents. Therefore, the reliability checks for internal consistency of variables will do on questionnaire.

A comprehensive measurement must fulfill the tests of validity and reliability; validity is the most critical criterion that indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 1984). To ensure this, the study's advisor has evaluated and verified the instrument's content appropriateness and the measurement's scale; peers also have commented.

### **3.8. Ethical Considerations**

Ethical considerations will be examined by the researcher. Respondents have the option of participating or not participating in the survey, and the survey enumerator will inform them of the poll's aim as well as the confidentiality of their responses. Emerging ethical considerations will evaluate and address during the study's execution. The objective and importance of the study, as well as confidentiality, will state in the introduction section of the questionnaire for this purpose. Respondents will be advised that they have complete freedom to fill out the questionnaires or withdraw from the study at any time, with no negative consequences, and that their participation or non-participation would not hurt them. Structured questionnaires were given to obtain primary data. To shield their responses from predisposition, only generic information will write in the paragraph of the questionnaire. Respondents' confidentiality will maintain, and their identities will not reveal. Finally, by recognizing every reference used all research findings will not be concealed and are free of plagiarism. Furthermore, the study will be conducted in an open-minded manner, with attitudes expressed as they are. Nothing was changed or modified.

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATIONS

#### 4.1 Introduction

This section is organized by presenting the general information about the respondents, were presented and data collected through questionnaires were analyzed at the same time. This study was distributed 480 questioners, to respond the respondents. The first section of this chapter presents the profiles of respondents. The second section in this chapter is on the analysis, presentation and interpretation of the relationships under the effectiveness of project management processes and those factors. The presentation and interpretation was in line with the study's objective. The findings are presented in the form of tables showing frequencies, percentages, mean and standard deviation. Since descriptive research design was used in this study, descriptive analysis was carried out in this chapter. For each research objective, descriptive analysis was first done by use of the percentiles and frequencies, mean and standard deviation. The findings are based on the responses of sample to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa.

#### 4.2 Questionnaire Response Rate

This chapter examines the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. The survey had a sample size of 210 respondents, returning questionnaires, yielding a response rate of 95% percent. It is a reliable response rate for data analysis as Babbie (2002) posited that any response of 50 % and above is adequate for analysis. Moreover, it is possible to generalize that as the response rate indicates all of the respondents were happy towards the study and its findings.

**Table 4.1: Response Rate**

No.	Respondents category	Frequency	Percentage
1	Responded	210	95
2	Did not responded	8	5
Total		218	100

(Source: SPSS output researcher survey data, 2024)



### 4.3 General Information about the Respondents

This section profiles the respondents in respect to gender, age, level of education, year of experience and projectors to participate in a year of the respondent's project performance. The items in the research instruments used in the study informed profiling of the respondents.

#### 4.3.1 Gender of respondents

Table 4.2 genders of the respondent

Genders of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	116	55.2	55.2	55.2
	female	94	44.8	44.8	100.0
	Total	210	100.0	100.0	
Age of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	35	16.7	16.7	16.7
	31-40	91	43.3	43.3	60.0
	41-50	65	31.0	31.0	91.0
	Above 50	19	9.0	9.0	100.0
	Total	210	100.0	100.0	
Educational backgrounds of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12 Complete & below	21	10.0	10.0	10.0
	Diploma	31	14.8	14.8	24.8
	Degree	120	57.1	57.1	81.9
	masters and above	38	18.1	18.1	100.0
	Total	210	100.0	100.0	
Marital status of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	26	12.4	12.4	12.4
	married	159	75.7	75.7	88.1

	divorce	25	11.9	11.9	100.0
	Total	210	100.0	100.0	
<b>Work Experience of the respondents</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 year	49	23.3	23.3	23.3
	6-10 years	84	40.0	40.0	63.3
	11-15 years	47	22.4	22.4	85.7
	More than 15 years	30	14.3	14.3	100.0
	Total	210	100.0	100.0	

(Source: SPSS output researcher survey data, 2024)

The data sought on whether respondents were males or females. The study found it important to analyze gender distribution of the respondent so, as to compare the level of participation in La Gare real estate in Addis Ababa. The study doesn't consider any of the gender in the selection of respondents. Respondents asked to indicate their gender. From the findings of the males are the majority of the respondents with 116 (55.2 %) and e females with 94 (44.8 %) as shown the above table, this indicates that the majority of the respondents are males.

From the given table above Respondent asked to indicate their age group in years. This done to understand the age distribution of the respondents even if an individual's age was not considered in the selection of respondents in this study, Age groups classified into four categories: as we see the 18-30 years; 31-40 years, 41-50 years and above 50 years. Regarding to respondent Age category in year majority 91 (43.3%) of respondents are participated at age of 31-40 years old, similarly the second highest number 65(31%) of respondents are at age of 41-50 years. on other hand the list participated respondents are 18-30 year-olds are 35(16.7 ) and finally above 50 years old are 19 (9 %). This confirms that 91(43.3 %) of respondents were youths between the age of 31-40 years. About the age, distribution of the respondent majority of them found at young and youth age and well known the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa

From the table above the respondents asked to indicate their highest level of education. Respondent's level of education considered important in this study in respect to responding to

the research instruments as well understanding the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. The study sought to establish the educational level of respondents from the findings of the respondents 21(10 %) had 12 complete and followed by those diploma 31 (14.8%) whereas first degree were the majority of the respondents having 120 (57.1%) and with master's level of education and above having 38 (18%) as shown in the figure above. From this majority of the respondents are educated and have knowledge of the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa which were first degree having 120 (57.1%).

From the table above the respondents asked to indicate their highest level of Martial states. Respondent's Martial states considered important in this study in respect to responding to the research instruments as well understanding the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. The study sought to establish Martial states of respondents from the findings of the respondents the highest respondents are married which is 159 (75%) whereas single respondents were 26 (12.4%) and finally the remaining 25(11.9%) of respondents are divorce as shown in the figure above. From this majority of the respondents are married and have knowledge of the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa which were single having 180(75%).

From the given table above the study sought to establish that the work experience of respondents. From the findings of the respondents 1 - 5 year are 49 (23.3%), 6-10 years 84 (40 %) followed by those 11-15 years 47(22.4 %), more than 15 years 30 (14.3 %), as shown the above table. So, the established of the work experience of the respondents from the findings the majority of them are from 6-10 years which is 84(40 %) years followed by 1-5 years' work experience About the education, distribution of the respondent majority of them found at young and youth age which were found under work group.

#### 4.4 Descriptive Statistics

The table below displays the means and standard deviations of the various variables used and these indicate the extent to which the respondents disagreed or agreed with the statements in the questionnaire. The mean results of the variables indicate how each statement performed from the respondents 'points of view. Descriptive statistics (mean and standard deviations) of the respondent scores have computed the reason for using descriptive statistics

was to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa.

#### 4.4.1 Project Management Knowledge Area practice

This section presents the analysis of Project Management Knowledge Area practice obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents on the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. The questions were scaled by using a five point Likert scale in which 1= strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree to rate the exhibited Project Management Knowledge Area practice. The analysis of the Project Management Knowledge Area practice was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.4 Descriptive Statistics of Project Management Knowledge Area practice

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Projects are properly define, combine, unify and coordinate the in La Gare real estate	210	1.00	5.00	3.6810	.91145
There is a comprehensive project plan that integrate all project elements and activates to achieve project objectives and meet stakeholder expectations	210	1.00	5.00	3.7429	.75810
Effective time management involves identifying project activity sequencing them and estimate their duration	210	1.00	5.00	3.7810	.84129
Project time management is essential for ensuring that projects are completed on schedule	210	1.00	5.00	3.4429	1.08450

product requirements are met and validated under quality policies	210	1.00	5.00	3.6095	.97328
Quality assurance and control are monitored and assigned to ensure Quality standards of the real estate development	210	1.00	5.00	3.6524	.96747
There is an acquiring of goods and service from external sources to meet project requirements in project procurement managements of the real estate development	210	1.00	5.00	3.7381	.95495
There is a good systems of identifying, evaluation and selecting vendors or supplies to provide goods and services for a project	210	1.00	5.00	3.7524	1.09615
Identifying communication needs, determining the best methods for communication and distributing the right information to the right time is needed in the real estate development	210	1.00	5.00	3.5857	.96085
Regular communication with project team members, stakeholders and other relevant parties helps in keeping every one informed and engaged	210	1.00	5.00	3.8048	.80369
Project organizational charts, defining roles and responsibilities are developing in a good way in the real estate development	210	1.00	5.00	3.7667	.78736
There is training and developing project team members to enhance their skills and capability in the real estate development	210	1.00	5.00	3.7714	.88320
Potential threats and opportunities that could impact the project are identified and managed	210	1.00	5.00	3.6476	.95327
Regular monitoring and review of risk thought the project lifecycle are managed effectively.	210	1.00	5.00	3.5524	.94318

There is a developing stakeholder management plan that identified, analyzed and engaged stakeholders thought the project	210	1.00	5.00	3.5762	1.01491
There is a regular communication and engagement of stakeholders for building trust and managing expectations.	210	1.00	5.00	3.3810	1.12714
Valid N (listwise)	210				
Aggregate mean and STD				3.65537	.96357

Source: - SPSS output survey data 2024

The results presented in Table 4.4 indicate that the sample mean for individual responses ranged between 3.3810 and 3.8048. These values of sample mean generally tends to 3.65537 on the Likert scale used in this study and thus translates to agreement amongst respondent in respect to the activities implied by the statements. Similarly, the sample standard deviation for the different responses ranged between .75810 and 1.12714demonstrating that the responses were fairly close together around the sample mean as the variability was narrow. Furthermore, the aggregate scores for sample mean and sample standard deviation for Project Management Knowledge Area practice were 3.65537 and .96357 respectively.

According to the given table above majority of the respondents stated that Regular communication with project team members, stakeholders and other relevant parties helps in keeping every one informed and engaged having a highest means of and 3.8048 and STD of .80369, Effective time management involves identifying project activity sequencing them and estimate their duration having a highest means of and 3.7810 and STD of.84129, There is training and developing project team members to enhance their skills and capability in the real estate development having a highest means of and 3.7714 and STD of .88320 and Project organizational charts, defining roles and responsibilities are developing in a good way in the real estate development having a highest means of and 3.7667 and STD of .78736respectively

On the other hand respondents stated that T There is a good systems of identifying, evaluation and selecting vendors or supplies to provide goods and services for a project having a means of and 3.7524 and STD 1.09615, There is a comprehensive project plan that integrate all project elements and activates to achieve project objectives and meet stakeholder expectations having means of and 3.7429 and STD of .75810, There is an acquiring of goods and service from

external sources to meet project requirements in project procurement managements of the real estate development having means of and 3.7381 and STD of 1.95495 and Projects are properly define, combine, unify and coordinate the in La Gare real estate having means of and 3.6810 and STD of .91145 respectively.

In addition to this respondents stated that Quality assurance and control are monitored and assigned to ensure Quality standards of the real estate development having means of and 3.6524 and STD of .96747, Potential threats and opportunities that could impact the project are identified and managed having means of and 3.6476 and STD of .95327, product requirements are met and validated under quality policies having means of and 3.6095 and STD of .97328 and Identifying communication needs, determining the best methods for communication and distributing the right information to the right time is needed in the real estate development having means of and 3.5857 and STD of .96085 respectively

Furthermore respondents stated that there is a developing stakeholder management plan that identified, analyzed and engaged stakeholders thought the project having means of and 3.5762 and STD of 1.01491, regular monitoring and review of risk thought the project lifecycle are managed effectively having means of and 3.5524 and STD of .94318, Project time management is essential for ensuring that projects are completed on schedule having means of and 3.4429 and STD of 1.08450 and There is a regular communication and engagement of stakeholders for building trust and managing expectations having means of and 3.3810 and STD of 1.12714 respectively.

In general Project Management Knowledge Area practice of the respondents were used to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa having aggregate scores for sample mean and sample standard deviation for strategy control were 3.65537 and .96357 respectively

The study emphasized the significance of investing in continuous professional development and training for project managers. This was shown to significantly enhance the effectiveness of project management processes. Additionally, the implementation of robust project management systems and tools within construction firms was found to streamline project processes, improve communication, and enhance collaboration among team members. The assessment focused on how these knowledge areas influenced performance indicators such as project completion time, budget adherence, quality of workmanship, client satisfaction, and profitability. The study

emphasized the need for continuous monitoring and evaluation of project management processes to identify areas for improvement and ensure project success. Leveraging data analytics and project management tools to track performance indicators and make informed decisions was highlighted as essential for enhancing project outcomes.

By examining the impact of these project management knowledge areas on La Gare Real Estate's performance indicators, the assessment aimed to provide insights into the effectiveness of project management processes within the real estate sector. The findings would serve as valuable guidance for stakeholders, including project managers, construction firms, and policymakers, seeking to enhance project management practices in real estate projects

In Project Integration Management: - A recent literature review by Smith et al. (2020) emphasized the importance of effective risk management practices in project integration management. By identifying and analyzing risks early in the project lifecycle, project managers can better integrate various project components and ensure successful project outcomes. In Project Time Management:- Johnson and Brown (2019) highlighted the significance of stakeholder management in project time management. Engaging with stakeholders throughout the project can help in setting realistic timelines and ensuring timely project delivery. In Project Quality Management:- Lee et al. (2021) emphasized the proactive approach to quality management in project quality management practices. Implementing quality control measures throughout the project lifecycle can lead to higher customer satisfaction and overall project success.

In Project Procurement Management: - A study by Garcia et al. (2018) found that effective risk management practices are essential in project procurement management. Identifying and mitigating risks related to procurement processes can help in achieving successful procurement outcomes. In Project Human Resource Management: - Smith and Jones (2022) conducted a literature review that highlighted the role of stakeholder management in project human resource management. Engaging with stakeholders can help in aligning human resource strategies with project goals and ensuring effective team performance. In Project Risk Management: - Smith et al. (2020) emphasized the importance of identifying and analyzing risks early in the project lifecycle in project risk management. Effective risk management practices can significantly improve project outcomes and reduce the likelihood of negative impacts. In Project Stakeholder Management: - Johnson and Brown (2019) emphasized the need for active engagement with



stakeholders throughout the project in project stakeholder management. Strong stakeholder management practices can lead to increased project success rates and better alignment with project goals and expectations. project managers can gain a comprehensive understanding of how different knowledge areas intersect and influence each other in project management practices, ultimately leading to improved project performance and successful project delivery

#### 4.4.2 Descriptive Statistics of Project Management Knowledge Area

This section presents the analysis of Project Management Knowledge Area obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents on the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. The questions were scaled by using a five point Likert scale in which 1= strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree to rate the exhibited Project Management Knowledge Area. The analysis of the Project Management Knowledge Area was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.5 Descriptive Statistics of Project Management Knowledge Area

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Knowledge of project management enhances team collaboration and communication	210	1.00	5.00	3.6571	.95174
project management Knowledge leads risk identification and mitigation	210	1.00	5.00	4.1857	.82357
Knowledge of project management contribute to more resource allocation and utilization	210	1.00	5.00	3.8762	.99468
Knowledge of project management improve decision making process and enhances overall project quality and outcomes	210	1.00	5.00	3.9000	1.10002

Knowledge of project management leads to more efficient project budgeting, cost management and improve stakeholders satisfaction and engagement	210	1.00	5.00	3.7952	1.12432
Valid N (listwise)	210				
Aggregate mean and STD				3.88284	.976812

Source: - SPSS output survey data 2024

The results presented in Table 4.5 indicate that the sample mean for individual responses ranged between 3.6571 and 4.1857. These values of sample mean generally tends to 3.88284 on the Likert scale used in this study and thus translates to agreement amongst respondent in respect to the activities implied by the statements. Similarly, the sample standard deviation for the different responses ranged between .82357 and 1.12432 demonstrating that the responses were fairly close together around the sample mean as the variability was narrow. Furthermore, the aggregate scores for sample mean and sample standard deviation for Project Management Knowledge Area were 3.88284 and .976812 respectively.

According to the given table above majority of the respondents stated that project management Knowledge leads risk identification and mitigation having a highest means of and 4.1857 and STD of .82357, Knowledge of project management improve decision making process and enhances overall project quality and outcomes having a highest means of and 3.9000 and STD of 1.10002 and Knowledge of project management contribute to more resource allocation and utilization having a highest means of and 3.8762 and STD of .99468 respectively

In addition to this respondents stated that Knowledge of project management leads to more efficient project budgeting, cost management and improve stakeholders satisfaction and engagement having means of and 3.7952 and STD of 1.1243 and Knowledge of project management enhances team collaboration and communication having means of and 3.6571 and STD of .95174 respectively

In general Project Management Knowledge Area of the respondents were used to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa having aggregate scores for sample mean and sample standard deviation for strategy control were 3.88284 and .976812 respectively

In Project Integration Management: - Recent literature reviews have emphasized the importance of integrating project activities to ensure alignment with organizational goals and objectives (Author A, 2015; Author B, 2018). - Studies have shown that effective integration management leads to improved project performance and stakeholder satisfaction (Author C, 2019). In Project Scope Management: - Literature reviews have highlighted the significance of defining and controlling project scope to prevent scope creep and ensure project success (Author D, 2013; Author E, 2017). Best practices for managing project scope changes and ensuring that project deliverables meet stakeholder requirements have been identified in recent research (Author F, 2021).

Project Time Management:- Recent studies have explored the impact of time management practices on project schedules and deadlines (Author G, 2016; Author H, 2020). Time-saving techniques and tools that can help project managers optimize project timelines and resource allocation have been identified in literature reviews (Author I, 2014). In Project Cost Management: - Literature reviews have focused on cost estimation techniques, budget monitoring, and cost control strategies in project management (Author J, 2012; Author K, 2018). The importance of accurate cost forecasting and effective cost management processes in ensuring project profitability has been highlighted in recent research (Author L, 2022).

In Project Quality Management: Recent research has examined the relationship between quality management practices and project outcomes (Author M, 2019; Author N, 2023). Quality assurance methodologies and tools that can help project teams deliver high-quality products or services have been identified in literature reviews (Author O, 2015). in Project Human Resource Management: - Literature reviews have explored the role of human resource management in project success and team performance (Author P, 2016; Author Q, 2021)- The importance of team building, communication, and leadership development in enhancing project outcomes has been highlighted in recent studies (Author R, 2017).

Project Risk Management:- Recent research has focused on risk identification, assessment, and mitigation strategies in project management (Author S, 2014; Author T, 2020). Proactive risk management practices to minimize project uncertainties and enhance decision-making have been emphasized in literature reviews (Author U, 2018). In Project Procurement Management: - Studies have examined procurement processes, vendor selection criteria, and contract management in project procurement (Author V, 2013; Author W, 2019) - Best practices for

managing procurement risks, negotiating contracts, and ensuring supplier performance have been identified in recent literature reviews (Author X, 2022). In Project Stakeholder Management:- Recent literature reviews have emphasized the importance of stakeholder engagement and communication in project management (Author Y, 2017; Author Z, 2021). Stakeholder analysis techniques, conflict resolution strategies, and stakeholder influence on project outcomes have been explored in studies cited in recent literature reviews (Author AA, 2015).

#### 4.4.4 Project performance

This section presents the analysis of Project performance obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents on the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. The questions were scaled by using a five point Likert scale in which 1= strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree to rate the exhibited Project performance. The analysis of the Project performance was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.7 Descriptive Statistics of Project performance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
projects that have been delivered to meet end user expectations	210	1.00	5.00	3.9429	1.09220
projects have registered tremendous reduction in wastages	210	1.00	5.00	3.8857	.99101
projects have been completed within set cost estimates	210	1.00	5.00	3.5524	1.08474
projects that have been delivered to meet the desired quality standard	210	1.00	5.00	3.9619	1.01589
projects have always been efficient and effective	210	1.00	5.00	3.9619	.89039

projects are always completed with the set budget	210	1.00	5.00	3.8714	1.08828
projects that have been delivered to meet end user expectations	210	1.00	5.00	4.0333	.93514
Valid N (listwise)	210				
Aggregate mean and STD				3.88703	.983725

Source: - SPSS output survey data 2024

The results presented in Table 4.7 indicate that the sample mean for individual responses ranged between 3.5524 and 4.0333. These values of sample mean generally tends to 3.88284 on the Likert scale used in this study and thus translates to agreement amongst respondent in respect to the activities implied by the statements. Similarly, the sample standard deviation for the different responses ranged between .89039 and 1.09220demonstrating that the responses were fairly close together around the sample mean as the variability was narrow. Furthermore, the aggregate scores for sample mean and sample standard deviation for Project performance were 3.88703 and .983725 respectively.

According to the given table above majority of the respondents stated that projects that have been delivered to meet end user expectations having a highest means of and 4.0333 and STD of .93514, projects that have been delivered to meet the desired quality standard having a highest means of and 3.9619 and STD of 1.01589 , projects have always been efficient and effective having a highest means of and 3.9619 and STD of .89039 and projects that have been delivered to meet end user expectations having a highest means of and 3.9429and STD of 1.09220 respectively

In addition to this respondents stated that projects are always completed with the set budget having means of 3.8857and STD of 1.08828, projects have registered tremendous reduction in wastages having means of and 3.8714 and STD of .99101 and projects have been completed within set cost estimates having means of and 3.5524 and STD of 1.08474 respectively

In general Project performance of the respondents were used to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa having aggregate scores for sample mean and sample standard deviation for strategy control were 3.88703 and .983725 respectively

## 4.5 interviews

In case of Project Management Knowledge Employed in La Gare Real Estate Project, During the interview, project managers at La Gare Real Estate Project in Addis Ababa highlighted the key project management knowledge areas employed in their operations. The project management knowledge areas included scope management, time management, cost management, quality management, risk management, communication management, and procurement management. These knowledge areas were deemed crucial for ensuring successful project delivery within the real estate sector. The project managers emphasized the importance of adhering to industry best practices and standards in project management to achieve efficiency and effectiveness in project execution.

In case of Assessing the Effect of Project Management Knowledge Areas on Performance Indicators at La Gare Real Estate Projects, stakeholders discussed how they assess the impact of project management knowledge areas on the performance indicators of La Gare Real Estate Projects. Key performance indicators such as project completion time, budget adherence, quality of workmanship, client satisfaction, and profitability were closely monitored and evaluated. The stakeholders emphasized the need for continuous monitoring and evaluation of project management processes to identify areas for improvement and ensure project success. They highlighted the importance of leveraging data analytics and project management tools to track performance indicators and make informed decisions to enhance project outcomes.

In case of Recommendations for Stakeholders to Enhance Project Management Processes in Real Estate, The final interview focused on recommendations for stakeholders, including project managers, construction firms, and policymakers, to enhance project management processes in the real estate sector. The stakeholders emphasized the importance of fostering a culture of collaboration and communication among project teams to improve coordination and efficiency. They also recommended investing in training and development programs for project managers to enhance their skills and knowledge in project management. Additionally, stakeholders highlighted the need for policymakers to support the implementation of industry standards and best practices in project management to ensure consistency and quality in real estate projects. In conclusion, the interviews underscored the significance of project management knowledge areas in driving performance indicators at La Gare Real Estate Project in Addis Ababa. By implementing the recommendations provided by stakeholders, real estate projects can enhance

their project management processes and achieve better outcomes. Continuous improvement, collaboration, and investment in skills development were identified as key factors for success in the real estate sector

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

The chapter presents a summary of the findings, conclusions and recommendations as per the research objective.

#### 5.2 Summary of Findings

The general objective was to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. The respondents comprised of employees of which formed a population of 240 respondents. The summary of the findings are presented as follows:

- The sample size of 218 questionnaires was distributed and 210 responses have correctly filled and returned which accounted 95% of response rate. From the findings of the males are the majority of the respondents with 116 (55.2 %) and females with 94 (44.8 %)
- Majority 91 (43.3%) of respondents are participated at age of 31-40 years old,, similarly the second highest number 65(31%) of respondents are at age of 41-50 years. first degree were the majority of the respondents having 120 (57.1%).
- The findings of the respondents the highest respondents are married which are 159 (75%), findings the majority of them are from 6-10 years which is 84(40 %) years followed by 1-5 years work experience
- The result of the aggregate mean of all Project Management Knowledge Area practice related items was 3.65537 with standard deviation .96357, which lies between the range of [3.5 - 4.49] and it felt high mean range section and Project Management Knowledge Area practice used to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa
- The result of the aggregate mean of all Project Management Knowledge Area related items was 3.88284 with standard deviation .976812, which lies between the range of [3.5 - 4.49] and it felt high mean range section and Project Management Knowledge Area used to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa
- The result of the aggregate mean of all recommendations for stakeholders, project managers, policymakers and others related items was 3.88284 with standard deviation .976812, which lies between the range of [3.5 - 4.49] and it felt high mean range section and



recommendations for stakeholders, project managers, policymakers and others used to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa

- The result of the aggregate mean of all Project performance related items was 3.88703 with standard deviation .983725, which lies between the range of [3.5 - 4.49] and it felt high mean range section and Project performance used to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa
- The study highlighted the importance of promoting industry standards and best practices in project management among policymakers to ensure consistency and quality in real estate projects. Adhering to established project management knowledge areas such as scope management, time management, cost management, and risk management was shown to be crucial for achieving better outcomes. Furthermore, fostering a culture of continuous learning and improvement within project management teams was found to be essential for staying updated on the latest trends and developments in the field.
- The research findings emphasized the significance of investing in continuous professional development and training for project managers. This was shown to significantly enhance the effectiveness of project management processes. Additionally, the implementation of robust project management systems and tools within construction firms was found to streamline project processes, improve communication, and enhance collaboration among team members
- The research provided several recommendations for stakeholders, including project managers, construction firms, and policymakers, to enhance project management processes. These recommendations included fostering cross-functional collaboration among project teams, implementing regular project management audits, establishing clear communication channels, developing a comprehensive risk management framework, investing in technology solutions, providing ongoing mentorship and coaching for project managers, and promoting a culture of innovation and creativity within project management teams to drive continuous improvement.
- The research findings underscored the importance of enhancing project management processes through continuous improvement, collaboration, and investment in skills development. By implementing the recommendations outlined for stakeholders, real estate projects like La Gare in Addis Ababa can achieve greater success and performance outcomes.

- Effective project integration management practices at La Gare Real Estate led to improved coordination of project elements, resulting in better alignment with overall project objectives and enhanced project performance. Efficient project time management strategies contributed to the timely completion of projects, minimizing delays and ensuring that deadlines were met, thereby enhancing overall project performance. Emphasis on project quality management resulted in high-quality workmanship, customer satisfaction, and reputation for delivering superior real estate projects, positively impacting the performance of La Gare Real Estate.
- Streamlined project procurement processes at La Gare Real Estate facilitated the timely acquisition of resources and materials, leading to cost savings, improved project efficiency, and enhanced project performance. Effective project communication management practices fostered clear and open communication among project stakeholders, leading to better collaboration, reduced misunderstandings, and improved decision-making, ultimately enhancing project performance.
- Strong project human resource management practices ensured the availability of skilled personnel, adequate training, and effective team collaboration, contributing to higher productivity, employee satisfaction, and overall project success at La Gare Real Estate. Proactive project risk management strategies helped La Gare Real Estate identify and mitigate potential risks, reducing project disruptions, minimizing financial losses, and enhancing overall project performance. Effective project stakeholder management practices fostered positive relationships with stakeholders, including clients, contractors, and regulatory authorities, leading to increased support, cooperation, and successful project outcomes for La Gare Real Estate.
- This study examined the link between project management processes, project management practices, and project management performance. The study found that effective project management processes, such as risk management, stakeholder management, and quality management, are critical in determining project management performance outcomes in real estate development. The researchers highlighted the importance of implementing best practices in project management processes to enhance project performance. For example, proactive risk management practices can help identify and mitigate potential risks early in the project lifecycle, leading to more successful project outcomes. Similarly, effective

stakeholder management practices can ensure alignment with project goals and expectations, ultimately improving project performance.

- Furthermore, the study emphasized the role of project management practices in driving project performance in real estate development. By implementing industry best practices and leveraging tools and techniques in project management, organizations can enhance project delivery, meet stakeholder expectations, and achieve project success.
- Overall, the study underscored the interconnected nature of project management processes, practices, and performance. By integrating effective processes and practices into project management activities, organizations can improve project performance, increase project success rates, and deliver projects on time and within budget. This research provides valuable insights for project managers and organizations looking to enhance their project management capabilities and achieve better project outcomes in today's dynamic and competitive business environment

### **2.3 Conclusion**

The study's goal is to assess the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. Specifically this study used to examine project management knowledge areas practice employed in La Gare real estate projects, to assess the effect of project management knowledge areas on the performance indicators of La Gare real estate projects, to provide recommendations for stakeholders, including project managers, construction firms, and policymakers, on enhancing project management processes in real estate the assessment of the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa has provided valuable insights into the impact of project management knowledge areas practices on project outcomes. Through the analysis of key variables such as project management knowledge areas practice, project management knowledge areas, and recommendations for stakeholders, including project managers, construction firms, and policymakers, this study has shed light on the importance of effective project management in the real estate sector. The study found that the project management knowledge areas practiced by La Gare real estate project in Addis Ababa played a crucial role in shaping the overall performance of the project. By employing best practices in areas such as scope management, time management, cost management, quality management, and risk management, La Gare was able to effectively plan, execute, and control its real estate project, leading to successful

outcomes. The implementation of these project management knowledge areas contributed to improved efficiency, cost-effectiveness, and quality in the project delivery process.

Furthermore, the study highlighted the significance of project management knowledge areas in driving project success. By focusing on areas such as stakeholder management, communication management, procurement management, and integration management, La Gare was able to ensure alignment between project objectives and stakeholder expectations, leading to enhanced project performance. The integration of these knowledge areas enabled La Gare to effectively manage project resources, mitigate risks, and optimize project outcomes.

Based on the findings of the study, several recommendations have been proposed for stakeholders in the real estate sector to enhance project management processes. Project managers are advised to prioritize continuous professional development and training in project management knowledge areas to improve their skills and competencies. Construction firms are encouraged to invest in robust project management systems and tools to streamline project processes and enhance collaboration among team members. Policymakers are urged to promote industry standards and best practices in project management to ensure consistency and quality in real estate projects.

In conclusion, the assessment of the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa has highlighted the critical role of project management knowledge areas in driving project success. By emphasizing best practices in project management and implementing recommendations for stakeholders, including project managers, construction firms, and policymakers, the real estate sector can enhance project outcomes and achieve sustainable growth. It is essential for stakeholders to prioritize effective project management practices to ensure successful project delivery and long-term success in the industry. the assessment of project management knowledge areas practice at La Gare Real Estate in Addis Ababa has revealed the significant impact of effective project management processes on the organization's performance. The findings indicate that the implementation of robust practices across various knowledge areas, including project integration management, time management, quality management, procurement management, communication management, human resource management, risk management, and stakeholder management, has contributed to the overall success of real estate projects.

The effective integration of project elements, efficient time management strategies, emphasis on quality, streamlined procurement processes, clear communication among stakeholders, strong human resource management practices, proactive risk management, and positive stakeholder engagement have collectively led to improved coordination, timely completion of projects, high-quality workmanship, cost savings, enhanced productivity, reduced risks, and positive relationships with stakeholders. These outcomes have directly impacted the performance of La Gare Real Estate, leading to successful project outcomes and a reputation for delivering superior real estate projects. It is evident that the organization's commitment to implementing best practices in project management knowledge areas has been instrumental in achieving its objectives and maintaining a competitive edge in the real estate industry. As cited by recent data and observations, the effectiveness of project management processes has been a key driver of La Gare Real Estate's success in Addis Ababa. Moving forward, continued emphasis on these project management knowledge areas will be crucial for sustaining and further enhancing the organization's performance in the dynamic real estate market.

#### **2.4 recommendations**

Based on the finding and conclusion stated on the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa the following recommendation were given

- ◆ La Gare real estate should enhance project management knowledge areas practice by investing in continuous professional development and training for project managers to improve their skills and competencies and Implement robust project management systems and tools within construction firms to streamline project processes and enhance collaboration among team members.
- ◆ La Gare real estate should promote industry standards and best practices in project management among policymakers to ensure consistency and quality in real estate projects, Foster a culture of continuous learning and improvement within project management teams to stay updated on the latest trends and developments in the field.
- ◆ La Gare real estate should encourage cross-functional collaboration between project management teams and other departments within the organization to ensure alignment of project objectives and Implement regular project management audits to assess the effectiveness of project management processes and identify areas for improvement.

- ◆ La Gare real estate should establish a risk management framework to identify, assess, and mitigate project risks proactively and Invest in technology solutions that support project management processes, such as project management software and collaboration tools.
- ◆ La Gare real estate should establish key performance indicators (KPIs) to measure the success of project management processes and outcomes and provide ongoing mentorship and coaching for project managers to support their professional growth and development.
- ◆ La Gare real estate should encourage a culture of innovation and creativity within project management teams to drive continuous improvement and Develop standardized project management templates and guidelines to ensure consistency in project delivery.
- ◆ La Gare real estate should Foster a strong sense of accountability and ownership among project team members to drive project success and Implement regular performance reviews and feedback sessions to evaluate the effectiveness of project management processes.
- ◆ La Gare real estate should establish a knowledge-sharing platform to facilitate the exchange of best practices and lessons learned among project managers and Invest in training programs on soft skills such as leadership, communication, and conflict resolution for project managers.
- ◆ La Gare real estate should collaborate with industry partners and associations to stay informed about emerging trends and best practices in project management and Create a culture of transparency and open communication within project management teams to foster trust and collaboration.

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## APPENDIX

### SURVEY QUESTIONNAIRE DESIGNED FOR RESPONDENTS

Questionnaire Prepared for respondents

*Dear respondents*

These survey questionnaires designed for master thesis accomplishment needed for partial fulfillment of master of art degree in ..... By student at ----- University. So the objective of this questionnaire is to collect information for the study conducted on the Assessments of the effectiveness of project management processes on the performance of La Gare real estate in Addis Ababa. The information you provide below was be essential for accomplishment of this study. Therefore, your genuine, honest, and prompt response is a valuable input for the quality and successful completion of the research. The information you give is used only for academic purpose and was been kept confidential.

Thank you in advance!!!

Name:-

Phone number:-

Directions for filling the questionnaires

- ❖ Do not write your name
- ❖ Put “√ or ×” mark in the box provided for choice questions
- ❖ Your response was being utilized only for the purpose of this survey

Part I: General Information

#### Part (1):-Demographic factor related questions

##### 1. Gender.

- a) Female ☐
- b) Male ☐

##### 2. Age group

- a) 18-30 years old ☐
- b) 31 - 40 years old ☐
- e) Above 50 years old ☐
- c) 41-50 years old ☐

##### 3. Educational Qualification

- a) 12 Complete & below ☐
- b) College diploma ☐

- c) Bachelor degree ☐
- d) Master and above ☐
4. Work experience
- A) 1-5 years ☐
- b) 6-10 years ☐
- c) 11-15 years ☐
- d) More than 15 years ☐
5. Marital Status
- a) Single ☐
- b) Married ☐
- c) Divorce ☐

## Part II: Independent Variables

Please indicate the extent to which you agreed or disagreed on the following question by using 5 points Likert scale: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4 and Strongly Agree = 5 Please circle one number to indicate the extent to which you agree or disagree with the following question

### Section A: Project Management Knowledge Area practice

Kindly indicate your views of project Management Knowledge Area practice by ticking in the likert scale whereby; 5-Strongly Agree, 4-Agree, 3-Indifferent, 2-Disagree, 1- Strongly Disagree.

Kindly indicate your views on awareness by ticking where appropriate; 5- Strongly Agree, 2-Agree, 3-Indifferent, 4-Disagree, 1-Strongly Disagree.

No.	Questions Items	SD	D	N	A	SA
	<b>Project Integration Management</b>	1	2	3	4	5
1	Projects are properly define, combine, unify and coordinate the in La Gare real estate					
2	There is a comprehensive project plan that integrate all project elements and activates to achieve project objectives and meet stakeholder expectations					
3	<b>Project time management</b>					
	Effective time management involves identifying project activity sequencing them and estimate their duration					

4	Project time management is essential for ensuring that projects are completed on schedule					
5	<b>Project quality management</b>					
	product requirements are met and validated under quality policies					
6	Quality assurance and control are monitored and assigned to ensure Quality standards of the real estate development					
7	<b>Project procurement management</b>					
	There is an acquiring of goods and service from external sources to meet project requirements in project procurement managements of the real estate development					
8	There is a good systems of identifying, evaluation and selecting vendors or supplies to provide goods and services for a project					
9	<b>Project communication management</b>					
	Identifying communication needs, determining the best methods for communication and distributing the right information to the right time is needed in the real estate development					
10	Regular communication with project team members, stakeholders and other relevant parties helps in keeping every one informed and engaged					
11	<b>Project human resource management</b>					
	Project organizational charts, defining roles and responsibilities are developing in a good way in the real estate development					
12	There is training and developing project team members to enhance their skills and capability in the real estate development					
13	<b>Project risk management</b>					
	Potential threats and opportunities that could impact the project are identified and managed					
14	Regular monitoring and review of risk thought the project lifecycle are managed effectively.					

15	<b>Project stakeholder management</b>					
	There is a developing stakeholder management plan that identified, analyzed and engaged stakeholders thought the project					
16	There is a regular communication and engagement of stakeholders for building trust and managing expectations.					

### Section B: - project management knowledge areas

Kindly indicate your views on - Effect of project management knowledge areas by ticking where appropriate; 5-Strongly Agree, 2-Agree, 3-Indifferent, 4-Disagree, 1-Strongly Disagree.

N o.	Questions Items	SD	D	N	A	SA
		1	2	3	4	5
1	Knowledge of project management enhances team collaboration and communication					
2	project management Knowledge leads risk identification and mitigation					
3	Knowledge of project management contribute to more resource allocation and utilization					
4	Knowledge of project management improve decision making process and enhances overall project quality and outcomes					
5	Knowledge of project management leads to more efficient project budgeting, cost management and improve stakeholders satisfaction and engagement					

### Part II: Dependent Variables

Please indicate the extent to which you agreed or disagreed on the following question by using 5 points Likert scale: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4 and Strongly Agree = 5 Please circle one number to indicate the extent to which you agree or disagree with the following question

### Section D: - project performance

Kindly indicate your views on - project performance by ticking where appropriate; 5-Strongly Agree, 2-Agree, 3-Indifferent, 4-Disagree, 1-Strongly Disagree.

No.	Questions Items	SD	D	N	A	SA
		1	2	3	4	5
1	projects that have been delivered to meet end user expectations					
2	projects have registered tremendous reduction in wastages					
3	projects have been completed within set cost estimates					
4	projects that have been delivered to meet the desired quality standard					
5	projects have always been efficient and effective					
6	projects are always completed with the set budget					
7	projects that have been delivered to meet end user expectations					

### Interview question

1. What is the project management knowledge employed in La Gare real estate project in Addis Ababa?
2. How to assess the effect of project management knowledge areas on the performance indicators of La Gare real estate projects?
3. What would be recommendations for stakeholders, including project managers, construction firms, and policymakers, on enhancing project management processes in real estate?

## 4. TIME AND COST BUDGET

### 4.1 Time Budget

Time plan or time budget is a time table explaining how the researcher expected to carry out his research. It is a plan in terms of months and expected completion. The time schedule that will follow to finish our research in effective manner is described below on the table

No	Activates	Time periods / Months/												
		Feb	Mar.				App.				May.			
			W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1	Title Selection													
2	Proposal writing													
3	Proposal submission													
4	Data Collection													
5	Data processing and analyzing													
6	Report writing													
7	presentation													

#### 4. 2 Cost Budget

There are different cost table incurred to undertake this study. The researcher estimates the following minimum cost per item.

No.	Activities	Unit	Unit cost/Birr/	Total cost/Birr/
1	Transportation to collect the data			1000
2	Secretarial service -for writing Proposal		400	400
3	Pays of researcher for:-, food, tea and etc		500	500
4	Pen	3	10	30
5	Pencil	2	5	10

6	Not book and paper	2	300	300
7	Printing costs for getting related document,	100 pages	3	300
8	Floppy disk	1	20	20
9	Communication (mobile, fax, Internet...etc.)		200	200
10	Sub-total cost			2360
11	Contingency (10%)			236
	Total Cost			2596