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St. Mary's University, Ethiopia

School of Graduate Studies

Assessing Project Practices and Challenges Case Study of on selected IT Related Projects at Wegagen Bank S.C

BY: Abeslom Derege

ADVISOR: Dejene Mamo (PhD)

A Research proposal submitted to St. Mary's university as a partial fulfillment for MBA degree in project management

June 16 2023

Addis Ababa, Ethiopia

Statement of Declaration

I, Abeslom Derege, have carried out independently a research work on the topic entitled — **Assessing Project Implementation Practices and Challenges: Case Study of on selected IT Related Projects at Wegagen Bank S.C** in Addis Ababa in partial fulfillment of the requirement for the Degree of Masters of art in Project Management with the guidance and support of the research advisor Dejene Mamo (PhD).

This study is my own work that has not been submitted for any degree or Master program in this or any other institutions.

Abeslom Derege

Signature _____

Date _____

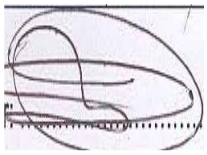
Addis Ababa, Ethiopia

Statement of Certification

This is to certify that Abeslom Derege has carried out this research work on the topic entitled **— Assessing Project Implementation Practices and Challenges: Case Study of on selected IT Related Projects at Wegagen Bank S.C** under my supervision.

This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project and Management.

Dejene Mamo (PhD)



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Date July 19,2023

Addis Ababa, Ethiopia

ST. MARY'S UNIVERSITY SCHOOL OFGRADUATE STUDIES

FACULTYOF PROJECT MANAGEMNT

Assessing Project Practices and Challenges: Case Study of on selected IT Related Projects at Wegagen Bank S.C.

Thesis for MA in Project Management

By Abeslom Derege

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate studies

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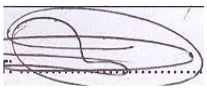
Signature **Date**

Dejene Mamo (PhD)
Advisor



July 19,2023

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Girma Tegene (Assocate Prof)
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Internal Examiner

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Signature **Date**

ABSTRACT

The purpose of this study is to assess the project management practice and challenges of selected IT Projects at wegagen bank S.C. The research purposefully takes the IT personals of the selected projects who are involved in the management process including the two project managers. The primary data were collected through self-developed Likert scale structured questionnaire on which the project life cycle groups ,the project knowledge areas and Questionnaire for major challenges of applying project management life cycle and its knowledge areas on IT related projects were distributed among forty employees in the IT cluster. The sample population of the study was determined by non-probability sampling or convenient sampling technique. The research focuses on HRIS and Thune's Money transfer integration projects. The respondents were asked whether each project have been implemented accordance with project management life cycle and knowledge areas and on the challenges each projects face during project implementation. Data were analyzed using SPSS and interpreted for mean and standard deviation. The findings are divided in three parts the project management life cycle, project management knowledge areas and the challenges that affect the implementation of project with formal project management practices. During the project life cycle the projects have conducted some activities however from the project initiation to the closing stage there where issues such as formal project management plan documentation which includes the detailed project time, cost, quality, communication, risk, where not developed continues monitoring and evaluation of scope changes where not updated. some of the challenges that affect this process are lack of formal project planning, frequently changing business requirement, organizational commitment for adapting and expecting project management practices and the stakeholders assumption that IT projects are highly dependent on IT technical lead to the poor application of project management practices .the research finally conclude and recommended IT projects should be managed and controlled with proper project management practices and project management software tools to be used and dedicated experienced project managers manage and control the projects. Project management offices can be benefited from employees with project management education and training background and a separate project manager for technical IT activities and project management practices.

Key word: *project management practices, Information* Technology, *HRIS, Thune's, Project management practices challenges, PMO.*

ACKNOWLEDGMENTS

I wish to express my deep appreciation to my advisor, Dejene Mamo (PhD) for his guidance, and helpful comments and suggestions. Also, I would like to thank the two project managers Ato Eyob and Ms. Melat who collaborate with me on responding Interview questionnaires. Also, I would like to thank all members of project management directorate, IT infrastructure, IT Security department, IT auditor departments, and HR directorate who spared their time to fill the questioners and conduct Interview.

ABBREVIATIONS AND ACRONYMS

- **HRIS**: Human resource information system
- **IS**: Information System
- **IT:** Information Technology
- **PM**: Project Management
- **PMBOK**: Project Management Body of Knowledge
- **PMO**: Project Management Office
- **PLS**: project life cycle
- **SDLC**: system development life cycle

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates a definite beginning and end (Jack T. Marchewka, 2003).The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met. Projects can also have social, economic, and environmental impacts that far outlast the projects themselves (PMI Standards Committee, 2004).

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements (PMBOK Guide, Fourth Edition, 2008).Project management has evolved to plan, coordinate and control the complex and diverse activities of modern industrial, commercial and change management and IT projects. All projects share one common characteristic the projection of ideas and activities into new endeavors. (Lock, Dennis, 2007).

The purpose of project management is to foresee or predict as many of the dangers and problems as possible and to plan, organize and control activities so that projects are completed successfully in spite of all the risks. This process should start well before any resource is committed, and must continue until all work is finished. The primary aim of the project manager is for the result to satisfy the project sponsor and all the other principal stakeholders, within the promised timescale and without using more money and other resources than those that were originally set aside or budgeted (Lock Dennis, 2013).

Information system development is a huge and extreme investment project for organization such as private Bank's seeking competitive advantage edge in this dynamic global market. In order to survive in this market, many organizations develop information system to enhance efficiency and profitability also market availability this usually makes organizations to commits considerable time, resources and funds to information system development with the expectation of receiving efficiency and profitability in return. IT project management involves taking the principles of

project management and applying them in an IT context. This normally means delivering IT solutions and working in an IT environment, either in a permanent, agency or contract role. Projects could involve infrastructure, platforms, security, software or anything in the IT estate. (Elizabeth Harrin, 2018).

Information technology (IT) is increasingly complex and changes quickly. Successful IT professionals constantly pursue technical training in order to keep up with technological changes. Project managers have to be smart, flexible and committed. The high Pease of technological change, however, leaves little time for leadership training.as the result many IT professionals are promoted in to leadership positons based on their technical performance, not on their leadership ability. An unintended consequence of these practices may be ineffective performance of IT teams. IT projects is that technology changes quickly, creating a shortage of the required IT skill sets (Jeffrey L. Brewer, PMP and Kevin C. Dittman, 2018).

IT Project management Methods and Techniques used are very different from the other industries such as constriction or health care. In such way that traditionally high turnover rates of IT workers, Level of uniqueness and complexity of each project due to rapid changes in technology, difficulty of visualizing software for the developer and the customer, difficulty getting accurate customer requirements, rate of change in requirements, difficulty testing all the possible states of software and need for constant training to keep team members current with the technology. Because of the nature of these differences, IT organizations are now changing their approach to IT projects, making organizational structure changes in order to become leaner, adaptable, and better at handling change. (Jeffrey L. Brewer, PMP and Kevin C. Dittman, 2018).

IT related projects without professional project manager business executives are at risk of being unable to obtain the information they needed to make critical decisions. However, project professionals are not involved, often rather are IT projects that are late, are over budget and do not meet performance requirements (Byron A. Love 2017).

IT related projects like any other sectors projects should meet organizational business objectives and also must be SMART (Specific, Measurable, Achievable, Resource concentrated and Time constrained) according to (Bob Hughes, Brian West, and Norman Smith David I. Shepherd 2012).(Andriole 2001) has identified four key issues that must be considered in order to understand the bigger organizational picture in which IT projects play a role:

1. Business value—IT project managers must look at a project from a business perspective by identifying what business processes will be most affected. They must understand the process thoroughly and the impact the project will have on these processes.

2. Technology—the technology used for a project needs to be well tested, scalable, secure modifiable, and usable. Has the technology been used in the organization before, and do we have experience with it? What technology is the competition using, and how might technology allow this organization to see what works and doesn't work in their specific industry?

3. Cost/benefit questions—an organization needs to understand whether the complete costs—including acquisition, development, and ongoing support costs of the project outweigh its benefits.

4. Risk—IT project managers must do a thorough risk assessment for the project. They must know what kinds of issues or problems might surface during the project. And be sure to have appropriate safeguards or workarounds in place so the project can still be completed.

Hence, it becomes necessary to investigate practices and challenges experience while development information system from project management perspective. Wegagen bank has been engaging in the bank sector since it's established on June 11, 1997.The Bank, as it started back then, operated through its head office located in Gofa Sefer, Addis Ababa. The Bank is one of leading banks to apply technological systems such as connecting each Branch with a Local Area Network and deployed financial information systems to facilitate its day-to-day activities through time. The Bank deployed different core banking systems which are advantages for its service deliveries and also in house developed systems that are done for its internal and external service needs. This paper seeks to assess the relationship between Project management practices and challenges on the selected Projects that have been implemented at the bank. The paper selected HRIS (human resource information system) and Thune's Money transfer integration Projects to show and assess how each were implemented as a project corresponding with some of critical project management practices and there in counter challenges. The paper identifies this two information technology projects because they could show the case at which project management practices are followed when implementing and how challenges affect the process of practices Project management life cycle and knowledge areas so as the projects are successful.

Project Profile

- **HRIS**

  The HRIS project had been started by Wegagen Bank SC with the aim of automating the Human Resource Function and processes of the Bank to achieve operational excellence of high stature while also aiming to provide effective employee services for the growing number of employees, continuously expanding branches. The project aims to translate the Bank's HRM strategy to in technological manifest that upon completion and bank wide implementation can drive competitive advantage via data management, integration capabilities, improved control mechanisms and business analytics capability.

- **Thune's Money Transfer Integration**

  Thune's money transfer building a global payment infrastructure with a single, simple connection to Thune's APIs, for business and customers can send payment to and accept payment in every corner of the world. wegagen bank has integration with tunes payment system as part its strategy to enhance digital banking service.

1.2 Statement of the Problem

Wegagen bank has implemented different purpose information systems for its banking service (core banking) and through its in-house development team (software engineers) implement systems for its internal departments such as credit information, marketing, IT infrastructure and Human resource for facilitating there day to day activities with efficient and productive way. The bank has a full commitment in regards to Budget and have full support to any given digital projects. Organizations beginning to understand the need for will - run projects with a trained and experienced project manager. IT projects have been run by mangers with background of software Programming, system analysts and other information technology Knowledge assuming they could run Projects (Jeffrey L. Brewer, PMP and Kevin C. Dittman, 2018).From the Managerial stakeholders to the team that were involved in IT related Projects such as HRIS and Thune's System project implementation perceptions was not as to the standards due to the traditional way of handling projects. Project managements offices are established for the purpose of handling IT related projects with the alignment of the bank's strategy.

The one principle that is consistent across all schools of thought is that a project manager must learn to delegate. A project manager cannot be the chief programmer, chief network analyst, or chief database designer and also run the project (Jeffrey L. Brewer, PMP and Kevin C. Dittman, 2018).

When a project becomes large enough, the numerous and complex project management tasks can get overwhelming for a PM. So that the PM can keep a bird's eye view of the project, tasks such as risk management, scope management, resource support, and rollout management could be delegated to the staff of a project management office (Stephen S.Bonham, 2005).

(Kenneth R. Bainey 2004) state the Effective application of modern project management principles and practices in this technologically advancing world requires professional IT project Managers with generalized business conceptualization skills, specialized process, people and technology integration skills, and excellent risk management skills. The Project Management Institute (PMI), based on years of research, created the "Talent Triangle" to demonstrate the three major areas of skill competencies needed to be a successful project manager technical project management, leadership, and strategic and business management. To be most effective, project managers need a balance of all three areas (Jeffrey L. Brewer, PMP and Kevin C. Dittman, 2018).Stakeholder involvement on IT Projects is one of the challenges that Project management offices face during implementation of project management practices due to organizational resistance and diminishing executive participation. PMO's can tackle these challenges by delivering a strategically aligned IT projects and adding a value to the organization business needs (Stephen S. Bonham, 2005).

Senior project management focus on the human resources aspects of project management with little or no concern for what, why, or how these deliverables are produced to support the business is sometimes a common directive by those senior managers who may have limited exposure to the fundamental principles of project management integration. Every area of modern technology requires some form of integration, yet project managers manage the implementation of software development projects without any consideration for integration and consistency. No wonder we have so many IT projects that are over budget, behind schedule, and poor in quality, mainly because of the lack of integration, consistency, and standardization (Kenneth R.Bainey, 2004).

Currently the finical industry faces a serious challenge from the possibilities that foreign banks have entered the Ethiopian financial market thus private banks need to be very efficient in their projects especially on information technology projects if they want to be competitive by applying

Project management practices effectively not only the convenient and traditional activates of project management rather all aspect of project managements life cycle and its knowledge areas for formal and effective IT project implementation.

Private Banks such as wegagen bank have the capacity and willingness to develop new digital projects since it is the major factor for business competitiveness. project management offices in such organization delivers the end product through external or internal project managers however there is less consideration on how each project management process and activities where conducted. Therefore, there is a need to assess the application of project management practices on IT projects and their challenges that prevented them performing project management practices. This study concerned with the way IT projects conducted by Project management office and project, mangers and how stakeholders' perception on this project. Also, the challenges that affecting the process of project implementation practices of IT projects by selecting in house developed and managed IT projects.

1.3. Research Questions

1. What is the perception of Projects Managers and team members about project management practice?
2. What are practices of Projects Project Management life Cycles and their Knowledge area activities and process in case of HRIS and Thune's projects?
3. What is stakeholder's perception and engagement on IT related projects?
4. What are the extending challenges that are affecting project management practice for IT related projects?

1.4. Objectives of the Study

1. 4.1. General Objective of the Study

The objective of this study is to examine and assess IT Projects implemented at wegagen bank are within the project implementation practices scope which are creating a project plan, establish clear and consistent communication, maintain a schedule, risk plan, closely monitoring project for scope creep track everything related to the project and, keep project documents up to date also and hold a retrospective meeting for more insights.

1. 4.2. Specific Objective of the Study

Specifically, this study aspires to achieve the following objective.

1. To assess the practices of project management life cycle and each knowledge areas accordance with HRIS and Thune's Projects**.**
2. To assess the main challenges that affect the application of project management practices on the selected IT projects.
3. To assess the approach that IT related projects usually follow when applying project practices.
4. To assess the perception and involvement of stakeholders on IT related projects
5. To propose and recommend important suggestions for the challenges indicated in the study.

1.5. Scope of the Study

The study focuses on the way IT related projects in this case HRIS and Thune's applied project management practices and how challenges affect project managers and teams not to perform a project management practices at wegagen bank. The selected project could show the gap that most IT related projects face today at bank sector and other areas of organizations.

The paper aim to describe the gap that was created during IT related projects because of the project practices and challenges where not fully and clearly applied. By looking closely, the selected projects steps and processes that were done assessing the work and what project management practices factors where responsible for the raised challenges and overall, what was the preferred

way of managing such projects and there benefits that are need to provide for project stakeholders in general. Project managers must apply project management practices functions such as project scope plan, human resources planning, communication with in project members and stakeholders, scheduling time, Quality, Risk handling, cost plan and finally monitoring and controlling issues should be strictly follows in order to get the full benefit of project management plan (Jeffrey L. Brewer and Kevin C. Dittman 2018).

1.6. Significance of the study

The study should be useful for wegagen Bank and other organization with IT related projects practices any business activities and service to be performed with the principals of project management practices to implement a successful project and in order to manage the challenges each project faces during project phase.

Stakeholders and customers satisfaction can be guaranteed through practicing principals of project management practices when dealing with IT related Projects. It helps in understanding the perception of customers, stakeholders and project managers have towards IT related Projects. Being technicality capable doesn't guaranty successful project implementation.

The bank should take insight the way IT related projects should be performed in order to benefits from the opportunities of project management offers and how to overcome the challenges.

The paper will offer insight in to the gap that is created during IT project management implementation the study can be used by other researcher as a reference who wants to study further in these related areas. Last but not least this research may alert bankers to improve their IT project Implementation practices and develop a well-trained Project manager and Project management office related projects to the customers in order to get the intended customers satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review which will help in outlining the basic concepts such us Life cycle, Knowledge areas of project management. Further the section describes the challenges of IT projects and the approaches of IT project implementation also key project management practice indicator for project management will be identified. Previous research were examined on the topic of Project management practices and there benefit for successfully IT projects.

2.2 Theoretical Literature review

A project is a large-scale, multifaceted activity that involves many individuals from several functional areas throughout the organization. It is a unique, finite endeavor with limited resources and funding. A project typically consists of a series of tasks and activities leading to an end product or service. According to (Joseph w.Welss and Robert K.Wysccki, 1992).

An organization's ability to handle projects effectively is essential to how they conduct business. Organizations in almost every industry sector, including a large portion of the engineering, construction, public sector, and IT business, are project-based benefited from the profit projects brought in. (Harvey Mayor 2010).(Jack T. Marchewka, 2003) defines Project management is the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project also Projects can also be viewed in terms of their attributes: time frame, purpose, ownership, resources, roles, risks and assumptions, interdependent tasks, organizational change, and operating in an environment larger than the project itself

A project manager needs tools to help them with their work, such as Program Evaluation and Review Technique (PERT) and a project network diagram to identify the tasks and deliverables that need to be completed in a project that is represented by a hierarchical tree structure of tasks and deliverables. WBS in modern times Gant charts are used to create a suitable project schedule by displaying task dependencies to key project stakeholders and communicating project status. The critical path methods (CPM) is another method that identifies the group of tasks that shows

the performance of tasks in a sequence that totals the longest overall duration of time, which is called the critical path, and the shortest amount of time to complete the project as a result of the duration. (Harvey Mayor 2010).

According to (Jeffrey L. Brewer and Kevin C. Dittman, 2018) there are three basic criteria are generally used to evaluate the success of a project and its management and are the primary success factors that project managers use to produce successful projects:

- **Scope** is assessed by the degree to which the system satisfies the requirements set forth and agreed upon by the customer and the development team. Historically, a large percentage of IT projects have failed because the system has not satisfied the customer's requirements in terms of scope.
- **Time** refers to the amount of time (hours, days, weeks, months) allocated to completing the project. Each activity of a project is estimated to take a certain amount of time in order to complete.
- **Cost** refers to the resources being spent (usually money) in order to turn the requirements into an acceptable system. It includes costs such as the salaries of the development team and the costs for buying computer hardware and software. Budget and associated costs in order to be able to complete the project within budget and to take corrective action, if needed.

Because today's organizations face an ever-growing number of opportunities and threats, they must be able to successfully execute multiple projects in multiple departments. A technique that assists organizations in managing multiple projects is called portfolio management. IT project portfolio management organizes a group of IT projects into a single portfolio consisting of reports that capture project goals, costs, time lines, accomplishments, resources, risks, and other critical factors. Chief information officers (CIOs) and other IT managers can then regularly review entire portfolios, allocate resources as needed, and adjust projects to produce the highest returns (Jeffrey L.Brewer,PMP and Kevin C. Dittman, 2018).

Project managers are solid all- rounded who frequently possess subject knowledge in the industry in which they work (such as infrastructure, platform or digital). The position necessitates some structure and organization, as well as excellent people skills and the capacity to motivate others.

Among the necessary skills for a project manager to be successful are interpersonal skills, teamwork, communication, assurance, a strong drive to succeed, and the capacity for calmness Project managers should possess flexibility, as well as other abilities like creativity and task delegation (Elizabeth Harrin, 2018).

2.2.1 Project management Practices life cycle

Project management is the skills, tools and management processes required to undertake a project successfully it includes a set of skills, a suite of tools**,** a series of processes that is required for time management, cost management, Quality management, change management, risk management and issue management (Jason Westland 2006).

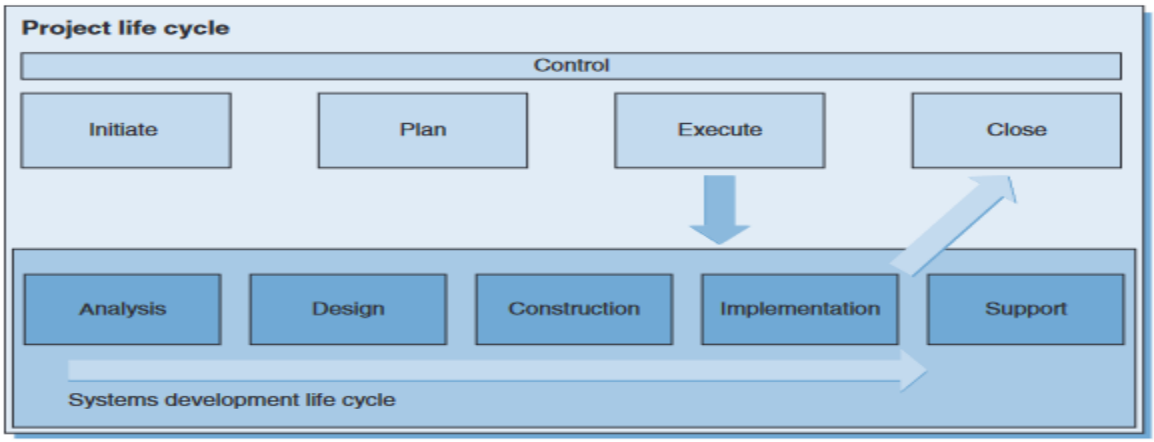


Figure 2.2.1The Four Phases of Project Management (Jeffrey L. Brewer, PMP and Kevin C. Dittman, 2018)

The Project life cycle consists of Four Phases According to (Jason Westland 2006).

I. Project Initiation

The first phase of a project is the initiation phase during this phase business problem or opportunity is identified and business case providing various solution is defined. Then feasibility study is conducted to investigate the solution address the business problem and recommend a solution once the recommended solution is approved a project is initiated to deliver the approved solution (Jason Westland 2006).

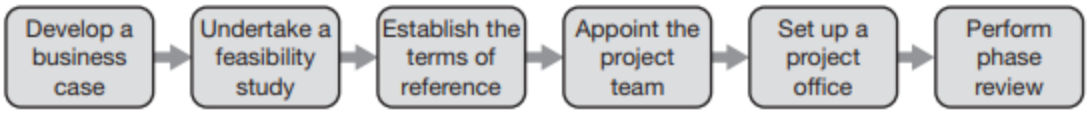


Figure 2.2.2 Project Initiation activities (Jason Westland 2006)

II. Project Planning

Once the of Project has been defined in terms reference detailed planning process follow including outlining the project activities, dependencies and time frames, resources listing (labor, equipment and materials) and financial, Quality, Risk, Communication and procurement plans are defined.

Additionally (L. Brewer, PMP and Kevin C. Dittman, 2018) stated the process that project managers take during Project Initiation and planning period. Including Preparing the business Case, creating the steering committee reviewing the strategy plan and the current Situation, Building the WSM reviewing resource needs and availability, selecting projects, conducting a stake holder analyses, creating the project charter, securing sponsor signature on charter, conducting the kickoff meeting are steps to be followed during project planning.

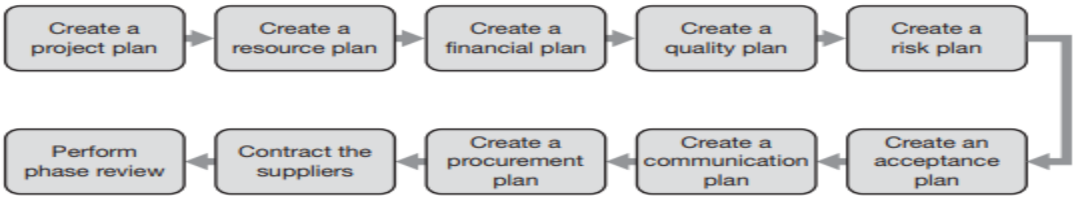


Figure 2.2.3 Project Planning activities (Jason Westland 2006)

III. Project execution

During Project execution the plans that are defined at project planning phase are implemented and a series of management processes are undertaken to monitor and control the deliverables being outputted by the project this includes identifying change, risk and issues, reviewing deliverables quality and measuring each deliverable produce against the acceptance criteria (Jason Westland 2006).

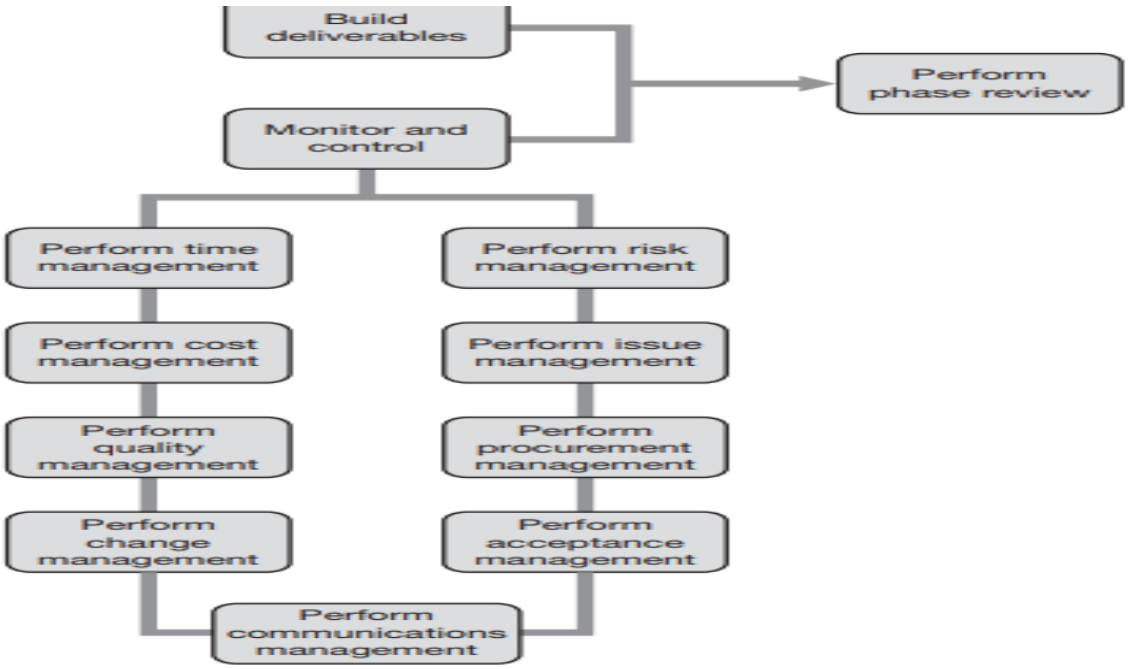


Figure 2.2.4 Project execution activities (Jason Westland 2006)

IV Project Closeout phase

The main goal of the closing process is to finalize all project activities across all process groups to formally close the phase or project and, if needed, transfer responsibility for the product to a support or operations department within the organization or perhaps to an external agency. Stakeholders are required to sign documents indicating their agreement that the deliverables of the project are completed. A good practice is to use a final checklist to make sure everything is completed. The decision to terminate a project should be made by key stakeholders who have the authority to cancel the project. The reasons that projects are terminated are varied (Jeffrey L. Brewer, PMP and Kevin C. Dittman 2018).

The project management closure process also gives the team the opportunity to review and evaluate the project's performance to ensure future projects' success. The project closure process includes formally transfers all project deliverables to the client, confirm and agree on the project completion or obtain approvals for the project deliverables.

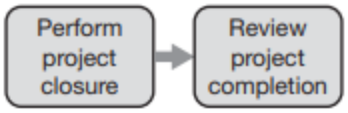


Figure 2.2.5 Project closure activities (Jason Westland, 2006)

2.2.2 Project Management Implementation Challenges

The following topic describes some of the most common IT project related problems encountered during the execution phase: according to (Jeffrey L. Brewer, PMP and Kevin C. Dittman,2018) Human resources problems, such as lacking needed skills, being given the wrong work assignments (either too difficult or not difficult enough), not being trained correctly or at all, not being motivated properly, Poor management of stakeholder expectations project managers must communicate with stakeholders honestly about the status of the project and not promise results that may not be possible.

Insufficient planning and estimating, leading to inaccurate project plans and schedules overly optimistic schedules. Scope creep (wherein the scope of a project continually expands, mainly due to an undisciplined approach to change management), Inaccurate, poorly written, or unnecessary system requirements.in most cases, the increases in output, Unmanaged/uncontrolled conflict Lack of user input and involvement, which leads to inaccurate requirement statements, producing the wrong product or service, poorly planned and executed quality assurance, which leads to poorly constructed systems.

Problems during management of IT projects defined by (Kenneth R. Bainey 2004) includes Projects have complex scope without any linkage to business processes and objectives of the campiness strategy and integrated view of multiple projects requirements, Ineffective use of Project Management Office Processes. Lack of effective funding approval processes; Lack of understanding of data conversion and applications interface Issues. Use of activity-based, not deliverables-based, Schedule; Lack of consistent work breakdown structure (WBS) Inconsistent and incomplete Quality, no measurement criteria for deliverables completeness; Lack of consistent and complete project plans and Deliverables; Inconsistent understanding of completed deliverables. Dissatisfied Stakeholders: No project completion criteria communicated; Poor communication of how technical solutions solve business Requirements; Lack of adequate

program reporting Processes. Redundant and duplicated efforts: No reuse of deliverables and processes. This are some of common challenges Projects face during Implementations.

Research by (Cooper and Zmud, 1990) found that IT projects often face challenges related to changing technologies, goals, and requirements. As a result, IT projects may not follow the traditional project management lifecycle, which assumes a linear progression from planning to execution to closure.

In a survey of project managers conducted by the Project Management Institute (PMI) in 2018, respondents cited poor communication, changing requirements, and lack of support from senior management as the top reasons why IT projects can fail. These challenges can also make it difficult to apply project management best practices. Successful IT projects often require a strong project management culture and support from senior management.

Overall, the literature suggests that IT projects may face unique challenges that require a more flexible and adaptive approach to project management. Effective project management may require strong communication, collaboration, and support from senior management, as well as a willingness to embrace more agile project management methodologies.

There are several possible reasons why IT projects may not follow the project management life cycle or knowledge areas:

1. **Lack of planning**: Many IT projects are launched without proper planning, resulting in a lack of clarity around project goals, requirements, timelines, and budgets. This can make it difficult to apply project management principles effectively.
2. **Changing requirements**: IT projects are often driven by rapidly-evolving technologies and changing business needs. As a result, project requirements may shift frequently, making it challenging to maintain control over project scope and timelines.
3. **Team dynamics**: IT projects may involve diverse teams of technical and non-technical stakeholders, each with their own priorities and communication styles. Poor collaboration and communication can lead to misunderstandings and delays.
4. **Limited resources**: Technology projects often require specialized skills and resources that may be in short supply or difficult to secure. This can place added pressure on project managers to deliver results quickly, leading to shortcuts or compromises in project planning.

5. **Lack of PM expertise**: Some IT organizations are not fully committed to adopting project management practices. This may result in a lack of trained project managers with the appropriate skills and experience to manage complex technology projects.

2.2.3 Roles and Responsibilities of the Project Manager

According to (PMBOKO Guide, 2000) Project manager is the most likely person who can view both the project and the way it fits in to the overall plan for the organization. PM Must coordinate the efforts of all the units of the project team and communicates to upper management, the project team, and other stakeholders.

The PM who fails to decipher and pass on appropriate information to the appropriate people can become a bottleneck in the project.

The PM has the responsibility of knowing what kind of messages to send, who to send them to, and translating the messages into a language understood by all recipients. Project managers should have a Leadership capability, must be able to solve Problems, Guide people from different functional areas for developing project teams.

Makes key decisions such as allocation of resources, costs of performance and Schedule tradeoffs, changing the scope, direction or characteristics of the Project. This is an important role with significant consequences for the project as a Whole. Creator of a Team Climate the PM should attempt to build a climate conducive to maximizing the output of the project team so that team members work together Encourage the creative potential of all the project team members Seek to avoid unrest and negative forms of conflict by building Supportive atmosphere early

2.2.4 The Nature of Information Technology Projects

Many of the principles of project management can he applied to just about any project, but IT projects are unique in several ways**.**

Today, IT projects require different individuals with different skill sets. Although these skills may be different on different projects, a typical project may include the following:

- **Project manager** who is responsible for ensuring that all the project management and technical development process are in please and are being carried out within a set of specific requirement, defined process and quality standards.

- **Project sponsor** are may be the client, customer or organization mangers who provide and act on behalf of organization strategy and provide resources and direction throughout the project.
- **Subject Matter Experts** are may be user or client who has specific Knowledge, expertise or insight in a specific functional area
- **Technical Expertise** who are provide technical solution for given project problems this includes System Analysts, Network Engineers, Programmers, graphic designers, trainer they are responsible for creating, defining and implementing the technical aspect of the IT project (Jack T. Marchewka,2003).

Although projects follow a project life cycle, information systems development follows a product life cycle. The most common product life cycle in IT is the Systems Development Life Cycle (SDLC), which represents the sequential phases or stages an information system follows throughout its useful life. The SDLC establishes a logical order or sequence in which the system development activities occur and indicates whether to proceed from one system development activity to the next. Although there is no generally accepted version of the SDLC, includes the generally accepted activities and phases associated with systems development.

Planning, analysis, design, implementation, and maintenance and support are the five basic phases in the systems development life cycle.

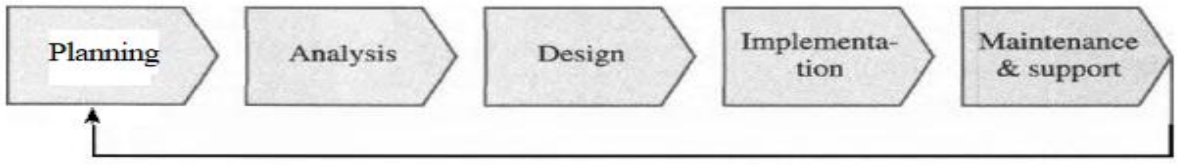


Figure 2.2.6 Systems Development Life Cycle

There are basically two ways to implement the software development lifecycle (SDLC) today, an IT project will follow either a structured approach or a newer approach called Rapid Applications

Development (RAD).

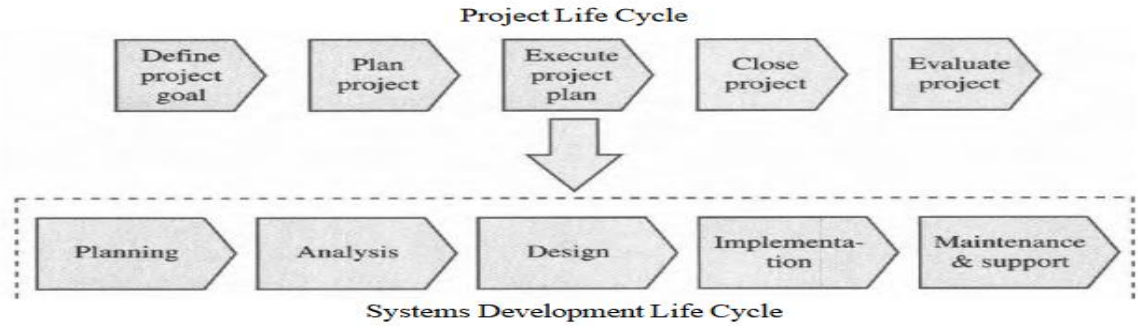


Figure 2.2.7 PLC and SDLC

2.2.5 Integrated IT Project Management

Effective application of modern project management principles in this technologically advancing world requires professional IT project Managers with generalized business conceptualization skills, specialized process, people and technology integration skills, and excellent risk management skills (Kenneth R. Bainey 2004).

Establish and implement an IT project Management (IPM-IT) framework to guide the Management and delivery of projects, optimize resource utilization Efficiency, and ensure that IT projects are aligned with the goals and objectives of the corporation while meeting stakeholders' expectations of effectiveness employ professional project managers with conceptualization, integration, and risk management skills who can balance the four project management constraints scope, quality, cost, and schedule with the Objective to optimize the utilization of IT resources people, process, and technology to adequately meet stakeholders' Expectations, Educate senior and executive management in project management Integration principles to assist them in making effective project Management decisions.

Demonstrate to senior and executive management the value of Project management to the corporation by showing them how the Integration of business management, IT management, and project Management is essential to effectively managing projects to provide Economic, technical, and operational value to the business.

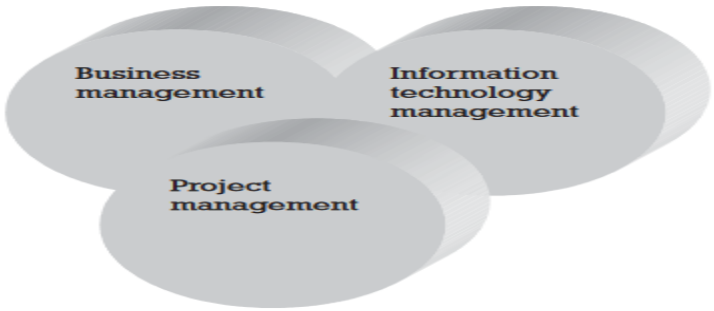


Figure 2.2.8 IPM-IT: Conceptual view (Kenneth R. Bainey 2004)

Every area of modern technology requires some form of integration, yet Project managers manage the implementation of software development Projects without any consideration for integration and consistency. Resulting Projects that are over budget, behind schedule, and Poor in quality, mainly because of the lack of integration, consistency, and Standardization.

Executive IT management must define IT objectives and strategies, approve IT policies, procedures and standards for project delivery (Kenneth R. Bainey 2004).

2.2.6 Project functional/knowledge Areas

The project management knowledge areas describe the key competencies that project managers must develop. Project scope, time, cost, and quality management are considered core knowledge areas (Schwalbe, 2002). Four facilitating knowledge areas provide the means through which project objectives are achieved: Human Resource, Communications, Risk, and procurement management.

As described in the (PMBOK, 2004) the framework for a project consists of nine functional/knowledge areas that need to be considered when selecting, planning, executing, controlling, and closing any project. These functions (or knowledge areas) are:

1. The Integration Management Knowledge Area

The project integration management Knowledge area includes the process and activities needed to identify, define, combine, unify, and coordinate the various processes and project management context, integration includes characteristics of unification, consolidation, articulation and integrative actions that are crucial to project completion, successfully meeting customers and other stakeholders requirement and managing expectations. Integration in the context of managing a

project is making choices about where to concentrate resources and effort on any given day, anticipating potential issues, for successfulness of the project (PMBOK Guide Third Edition, 2004).

2. The Quality Management Knowledge Area

Project Quality Management includes the processes required to ensure that the Project will satisfy the needs for which it was undertaken. It includes all activities of the overall management function that determine the quality policy, objectives, and responsibilities and implements them by means such as quality Planning, quality assurance, quality control, and quality improvement, within the Quality system (PMBOK Guide, 2000).

Project Quality Management addresses the management of the project and the product of the project. It applies to all projects, regardless of the nature of their product. Product quality measures and techniques are specific to the type of product produced by the project. Modern quality management complements project management. Both disciplines recognize the importance of Customer Satisfaction, Prevention over inspection, Continuous improvement, Management responsibility (PMBOK GUIDE Forth Edition, 2008).

3. Resource Management Knowledge Area

The Resource Management knowledge area consists of the following processes: plan resource management, estimate activity resources, acquire resources, develop project team, manage project team, and control resources

Project resource planning includes the processes required to identify and acquire the resources necessary for successful completion of the project including; humans, technology, space, and so forth. These processes are created to ensure that the right resource is available to the team at the right time and place.IT Human Resources includes database analysts, software developers, systems analysts, SMEs, network engineers, user interface designers. Unfortunately, just assigning the right task to the right individual might not be enough. A project manager must also understand how to continually motivate and influence members of the team to get work accomplished on time and on budget within quality requirements (Jeffrey L. Brewer, PMP and Kevin C. Dittman, 2018).

IT human resources are, for most organizations, in short supply; that is, most organizations don’t have enough qualified resources to perform all the projects they have requests to execute. An

organization must look objectively at the skills required to make the product and then evaluate current resources for a match and availability. If no skill match is found, the choices are to train current human resources, hire new resources that already have the relevant skills, or outsource the work to a seller who has the relevant skills (Jeffrey L. Brewer, PMP and Kevin C. Dittman, 2018).

4. The Communications Management Knowledge Area

Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. It provides the critical links among People, ideas, and information that are necessary for success. Everyone involved in the project must be prepared to send and receive communications, and must understand how the communications in which they are involved as individuals affect the project as a whole (PMBOK Guide,2000).

Effective project communication is paramount to success on all projects and especially on IT projects. The computer industry more so than some others, uses its own language, on many IT projects, the technical workers speak what seems like a different language (computer jargon) than the users of the system. All IT team members as well as the project manager must learn to communicate with stakeholders and be understood.

During IT projects, a project manager must learn to communicate with all levels of teammates, managers, stakeholders, and external entities. IT project managers on a project of any size are not going to be the technical experts on most of the project, so they must rely on team members to communicate accurate status information, estimates, and so on.

During the course of a project, which can last a year or more, many things can change and need to be communicated. An IT project manager who masters all these forms of communication will have a much better chance at project success (Jeffrey L. Brewer, PMP and Kevin C. Dittman, 2018)

Many technologies exist today for disseminating project information, including email, instant messaging, text messaging, videoconferencing, teleconferencing, telephone, voice mail, fax, etc. If information distribution occurs correctly, stakeholders are kept up-to-date on the project with the information they need to make decisions or to just be informed about progress. Project managers should never underestimate the importance of communicating with stakeholders as they will ultimately determine the success or failure of a project.

5. Project Scope Management

Project scope management includes the processes required to ensure that the project includes all the work required and only the work required to complete project successfully it's primarily concerned with defining and controlling what is and is not included in the project.

A project's scope comes from many sources. In addition to stakeholders and the other members of the team contributing ideas, other sources of scope may be existing industry standards, organizational culture, or government regulations.

Project Scope management processes includes Scope Planning, Scope definition, Creating WBS, Scope Verification and Scope control. These processes interact with each other with processes in the other knowledge areas to take actions to ensure that all project work is defined and addressed (PMBOK Guide Third Edition, 2004).

6. Project Time Management

Project time management includes the process required to accomplish timely completion of each activity in the project. Some of the process that defined under time management are defining activity, defining the sequence of activities, estimating activity resource, estimating activity duration, Schedule development and control. This process is so tightly linked with each other to perform actions needed to define the time frame and activities of the project (PMBOK Guide Third Edition, 2004).

Naturally, the primary reason for scheduling a project is to ensure that the deadline can be met. Most projects have a deadline imposed. However, it is easy to get carried away with scheduling and spend all of your time updating, revising, and so on.

It is also very easy to create schedules that look good on paper but don't work in practice. The main reason is usually that resources are not available to do the work when it comes due. In fact, unless resource allocation is handled properly, schedules are next to useless. Fortunately, today's scheduling software handles resource allocation fairly well (Joseph Heagney, 2012)

7. Project Cost Management

Project Cost management includes the processes involved in planning estimating, budgeting and controlling costs so that the project can be completed within the approved budgeting. The project cost management primarily concerned with the cost of the resources needed to complete schedule activities. The management of costs, in many ways, reflects the project organization's strategic goals, mission statement, and business plan. Cost management has been defined to encompass data collection, cost accounting, and cost control and it involves taking financial-report information and applying it to projects at finite levels of accountability in order to maintain a clear sense of money management for the project. Cost accounting and cost control serve as the chief mechanisms for identifying and maintaining control over project costs.

Cost estimation is a natural first step in determining whether or not a project is viable. Cost estimation processes create a reasonable budget baseline for the project and identify project resources (human and material) as well, creating a time-phased budget for their involvement in the project. In this way, cost estimation and project budgeting are linked hand in hand: The estimates of costs for various components of the project are developed into a comprehensive project budgeting document that allows for ongoing project tracking and cost control. Some of the more common sources of project costs include: Labor, Materials, Subcontractors, Equipment and Facilities Project Management Achieving Competitive Advantage (Jeffrey K.Pinto 2016).

8. The Stakeholder Management Knowledge Area

The Stakeholder Management knowledge area from the PMBOK consists of the following processes: identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement. Managing the perceptions of stakeholders is then a key role for project managers. Some general principles of stakeholder management come from an appreciation of basic Customer behavior. One part of this concerns the nature of satisfaction. Here, Maister's6 first law of service is useful, namely that: **Satisfaction = perception =expectation** (Harvey Maylor, 2010).

Identifying Stakeholders is the process of identifying all people or organizations impacted by the project, and documenting relevant information regarding their interests, involvement, and impact

on project success. Project stakeholders are persons and organizations such as customers, sponsors, the Performing organization, and the public that are actively involved in the project, or whose interests may be positively or negatively affected by the execution or completion of the project. Stakeholders may be at different levels within the organization and may possess different authority levels, or may be external to the performing organization for the project. Identifies various types of project Stakeholders. It is critical for project success to identify the stakeholders early in the project, and to analyze their levels of interest, expectations, importance and influence. A strategy can then be developed for approaching each Stakeholder and determining the level and timing of stakeholders' involvement to maximize positive influences and mitigate potential negative impacts. The assessment and corresponding strategy should be periodically reviewed during project execution to adjust for potential changes Project Management Body of Knowledge (PMBOK GUIDE Forth Edition, 2008).

9. The Risk Management Knowledge Area

Risk management defined by (PMBOK® Guide, 2000) is the systematic process of identifying, analyzing and responding to project risk. It includes maximization and consequences of positive events and minimization the probability and consequence of adverse events to project objective. Project risk is an uncertain event or condition that, if it occurs, has a positive or a negative effect on a project objective. A risk has a cause and, if it occurs, consequence. Project risk includes both threats to the project's objectives and opportunities to improve on those objectives. Known risks are those that have been identified and analyzed, and it may be possible to plan for them. Unknown risks cannot be managed, although project managers may address them by applying a general contingency based on past experience with similar projects. Organizations perceive risk as it relates to threats to project success. Risks that are threats to the project may be accepted if they are in balance with the reward that may be gained by taking the risk.

Every IT project, regardless of size, complexity, location, or organization, contains some measure of risk, so it is extremely important that a formal risk management process be followed on every project. A project manager's objective is not to remove all risk from a project that simply can't be done but to identify and manage risks to the benefit of the project.

The Risk Management knowledge area from the (PMBOK, 2004) consist of the following processes: plan risk management, identify risks, perform qualitative risk analysis, perform quantitative risk analysis, plan risk responses implement risk responses, and monitor risks. The process of implementing risk responses is covered in this chapter. Implementing risk responses simply means that if risks occur that were identified on the risk register, the project team needs to be ready to implement agreed-upon risk responses. It may also be used to ensure that high-probability risk mitigation plans are actually put in place and not forgotten.

The (PMBOK, 2008) defines risk management as "the systematic process of identifying, analyzing, and responding to project risk." An organization identifies, in its risk management plan, the approach, plan, and who will execute the risk management activities. The risk management plan is created early in the planning phase of the project and updated throughout the life of the project.

10. The Procurement Management Knowledge Area

The Procurement Management knowledge area from the (PMBOK, 2008) consists of the following processes: plan procurements, conduct procurements, and control procurements.

A project team must decide, in the course of planning, what activities and items it will need to purchase or buy from a vendor or seller in another department in the company or in another organization on the other side of the planet.

The procurement planning process is used to determine what to procure, when to procure it, and how to procure it. It also involves documenting requirements, which is usually done in a procurement document, such as a SOW, RFQ, or RFP.

The key goal of the procurement planning process is to determine which project needs can best be met by sellers or vendors outside the project team. Creating and signing contracts with organizations outside the project team's company is referred to as outsourcing, and if the seller is located in another country, it is referred to as offshoring. The first step in the procurement process is deciding whether you need to procure something. To make this decision, a project team conducts a make-or-buy analysis, by making sure to include subject matter experts (SMEs).

A make-or-buy analysis will help the team determine whether it makes more sense to perform the activities within the project team or to contract with a seller. Key decision points include cost, human resources, time, strategic direction, and risk. The final make-or-buy decision is generally a combination of all five decision points.

2.2.7 Project team Development

The two key objectives of the process of developing a team are to improve the competencies (skills) of each team member and to promote teamwork to enhance project performance. It has been estimated that project managers spend 75 to 90 percent of their time communicating, making communication one of the key skills needed during team development. Many techniques are available to help project managers build better, more cohesive, high-performing teams.

2.2.8 The Role of Project Management and Approaches of IT Projects

1. **A Socio to Technical Approach -**In the past, organizations have attempted to improve the chances of IT project success by focusing on the tools, techniques, and Methodologies of IT development. A purely technical approach, however, focuses Attention on the technology. We can easily end up developing an application that no one asked for or needs. Applications to support electronic commerce, supply chain management, and integration require that at least equal attention be paid to the organizational side. IT professionals must understand the business and be actively creative in applying the technology in ways that bring value to the organization. Similarly, the clients must become stakeholders in the project. This means actively seeking and encouraging their participation, involvement, and vision. The successful application of technology and the achievement of the project's goal must be an equal responsibility of the developers and users.
2. **A Project to Management Approach -** While many organizations have applied the principles and tools of project management to IT projects, many more even today build systems on an ad hoc basis. Success or failure of an IT project depends largely on who is, or is not, part of the project team. Applying project management principles and tools across the entire organization, however, should be part of a methodology the step-by-step activities, processes, tools, quality standards, controls, and deliverables that are defined for the entire project. As a result, project success does not depend primarily on the team, but more on the set of processes and infrastructure in place. A common set of toots and controls also provides a common language across projects and the ability to compare projects throughout the organization. Project management must become accepted and supported by all levels within the organization, and continued commitment in terms of training, compensation, career paths, and organizational infrastructure must be in place. This support will allow the organization to do the right things and do them right**.**

Knowledge-Management Approach A socio- technical approach and a commitment to project management principles and practices are important for success. However, excellence in IT project management for an individual or an organization takes time and experience. Knowledge management is a relatively new area. It is a systematic process for acquiring, creating, synthesizing, sharing, and using information, insights, and experiences to transform ideas into business value. Although many organizations today have knowledge management initiatives under way, and spending on knowledge management systems is expected to increase.

2.3 Empirical literature review

In the study of best Practices and Implementation Challenges in Effective Project Management (Sreekumar Menon, 2015) concluded that better and effective project management practices are essential for the success of projects. Project management best practices an increase project efficiency and provides better guidelines, methodology, and processes that can be followed throughout the organization. Adopting project management best practices can produce the desired project outcome; thereby strategically help the organization to achieve its organizational goals and objectives. As a critical success factor, top management support is most essential for the development of best practices. Lack of senior leadership support, ineffective PMO, people factors, and lack of formal PM training are some of the significant challenges organizations face, while implementing project management best practices.

In the study conducted by (Maria Delia Rojas, Arnold Depickere,Tanya McGill Murdoch University, Australia, 2008) in title Project Management in Student Information Technology Projects Chapter XV stated that Universities teach project management to information technology (IT) students. The project management principles that students have previously learned are often put into practice in a project course, intended to give final year students the experience of applying their knowledge to real or simulated projects. This chapter reports on research that investigated the use of, and usefulness of, project management in student IT projects. The results show that there was a wide range in the application of project management practices, with students being more likely to produce the initial documentation associated with some of the project management knowledge areas than to make use of it throughout the project to monitor the project's progress.

The results also showed that the number of project management guidelines applied in student projects was not linked with IT project success. However, there was a strong relationship between project management plan quality and obtaining a good software product.

In research in titled Project Management: IS/IT Research Challenges done by (Debbie Tesch,Lewis R. Ireland ,Julie Yu-Chih LiuYuan Ze,2008) stated that a major challenge in Information Systems and Information Technology is to improve the ability to conceptualize, design, develop and deliver information systems that meet customer requirements. Project Management is often adopted to create solutions that work and meet customer needs. The principles of project management as defined by the Project Management Institute, can improve project success rates. Researchers in the project management need to help practitioners understanding the impact of different Principles on the success of IS development. This study undertakes a survey of project management Experts on the state of practice and research to examine the need for improving project management, and Suggest areas that can be improved. Research may be the most effective means of defining opportunities for enhancing project success rates by tapping the wealth of literature and complementing it with the Expertise of project management practitioners

Findings of the study were Research into IT/IS project management reveals that improving Project Human Resource Management and Project Scope Management produces greatest success of project.

The need for improving project management knowledge areas is not met by the application of available practices. Organizations need to enhance project success by aligning the knowledge area need with the availability of practices. Some knowledge areas are more important than others where one area may adversely affect another. For example, poor scope management in a project may lead to a higher risk. Similarly, inadequate allocation of human resources in a project negatively affects time, cost and quality. Application of project management practices and methodology rank higher than theory because of the immediate need of both practices and methods. Therefore, the long-term benefits from theory receive less attention than the short-term benefits of practical solutions. Organizations need to assess project management practices within the knowledge areas defined by PMI, and adjust those practices to improve productivity

2.4 Research gab Analysis

Researches were conducted in the area of project management practices in different sectors my research try to show the gap on the area of IT related projects in the private banking sectors specifically Wegagen Bank SC there are researches done on the application of Project management practices on IT related projects such as on Data center, Hardware, software projects this paper try to describe the reason behind the existing system of project practices IT projects at Wegegan Bank and answer the Questions that IT Project managers Incline towards the Technical aspect of the project rather than benefiting by applying Project Management Process and life Cycles during IT projects such as HRIS and Tunes Integration. Researches such as Melkamu Gamene (2020) studies the similarities and difference of project management practices in public and private sectors in line with the ten Knowledge areas of PMBOK in development bank of Ethiopia and also Addiskidan Missker (2018) assessed the practice and challenges of Information Technology Project management of Ministry of Communication and Information Technology E-Procurement Software Project And conclude project management practice of the E- procurement project that has been almost fully performed in each process group. However, there are some limitations on the application project management practices such unclear and missed requirements, poor planning, undefined roles and responsibilities, insufficient skills within the team, scope creep**, u**nclear risks management issues. This study focus on the application of Project management practices on IT related projects and the challenges that are affecting the application of project management process and activities during IT project implementation.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

The research uses descriptive research design for assessing a problem that is raised on IT related Projects (HRIS and Thune's Projects) and their Project Management Implementation methods. This design, demands priorities, generates operational definitions and provides a better-researched model. It is actually a type of research design which focuses on explaining the aspects of the study in a detailed manner. Descriptive study is relevant to obtain information concerning the status of the phenomena as it appears and also often utilize survey methods, the results cannot be replicated.

The research selected this research design since descriptive studies are usually the best methods for collecting information that will demonstrate and describe the world reality as it exists, this type of studies are often answers questions such as "what is" or "what was" how and why. Descriptive studies can involve a one-time interaction with groups of people (cross-sectional study) or a study might follow individuals over time (longitudinal study). Descriptive studies, in which the researcher interacts with the participant, may involve surveys or interviews to collect the necessary information. Descriptive studies in which the researcher does not interact with the participant include observational studies of people in an environment and studies involving data collection using existing records.

3.2 Research Approach

The approach to this study uses both quantitative and qualitative research approach. Qualitative approach attempts to increase our understanding of why IT project practices are the way they are and why people act the way they do. In addition to this, the study was making use of quantitative approach for better understanding by using Five-point Likert-scale in the data analysis as well because one of the characteristics of quantitative research will make it suitable for this study. This research therefore, has used combined quantitative and qualitative (mixed) approaches.

3.3. Population Study

The Bank have different departments on which IT project requirements are generated this requirement then addressed by program directorate with in IT cluster under this directorate Project management division exits. For the purpose of this paper the study population will be the departments that are customers and the implementer program directorate and project management division and other IT departments. Within the IT cluster there are number of directorates and under those there are mangers for the case of HRIS project study a total of 25 employees where participated. For the case of Thune's money transfer integration project, a total of 15 employees were involved. Within a total of 40 employees of population group Project mangers.HR directorate, Application managements directorate, IT security ,Network, System, database, IT auditor mangers and project team members where participated. The sample populations are directly or indirectly involved in the given IT related projects thus will address the research questions.

3.4. Determination of the Sample Size

The study focuses on the sample frame of wegagen Bank IT cluster Project management department and the other stakeholders such as bank's management team, employees who are directly and indirectly involved in the process and activities of the selected IT projects this are HR Employees, IT project management team, project manager and IT application business team. A total of **40** employees who are involved in IT Projects and particularly on the selected projects in one or other way are included in the Sampling Process

Thus, the study uses censes for data collection from the selected sample.

The research identified the Individuals that are directly and indirectly involved in the majority of IT projects and within this sample population I have selected **40** respondents for purpose of this study.

3.6. Data Source, Types and Collections

A necessary data shall be collected from the semi structured questionnaire and one to one interview and close observation. I have described some project management terminologies, when necessary, in order to clarify by the interviewee. And have a clear Idea on the purpose of the study. The semi structured questionnaire will cover as many subjects as possible guided by both theoretical and

practical knowledge of the interviewer. The interview was conducted with in project management, IT application Management, IT Business Management and other stakeholders, the overall questionnaire and interview required detail discussion for and necessary documentation and other supportive references were reviewed. Secondary data was collected through a detailed literature reviews including PM books, some scientific and recent project management journals, thesis works and other related topics from library and internet. Both qualitative and quantitative type of data collected from both primary and secondary sources.

3.6.1 Primary Data Source

Information gathered directly from the subject which is Project Managers and stakeholders and different project team members and also HRIS and Thune's system users. Primary data research can specifically carry out to explore these papers research questions and their problems which requires an in-depth study.

3.6.2 Secondary Data Source

Necessary documents such as PM Books, Thesis and Journals will be reviewed to get required secondary data on both Project management practices and challenges and implementation of IT related Projects accordance with project life cycle and Knowledge areas for successful projects.

3.7. Data Collection Instruments

The Paper shall use semi structured questionnaire designed to collect information on the selected IT Projects (HRIS and Thune's Projects). The questionnaire contains a set of simple and straight forward questions whose purpose is to collect particular data and information. This provides the basis to identify the role of project management practices and their critical challenges and success.

Secondly the paper will use Interviews that is a practical tool used to collect qualitative data. According to (Bryman ,2004) "the aim of interview is to elicit all manner of information from the respondents; towards a specific topic, behavior, norms, values and beliefs are the general outputs from interviews". The primary data was collected using a semi structured questionnaire and interview.

3.8. Method of Data Analysis

After collecting and sorting the relevant data, the responses were sorted, coded, computed, and analyzed using Excel and Statistical Package for Social Sciences (SPSS) software. The appropriate statistical analysis such as frequencies and descriptive analysis were used according to respective objectives and descriptions. The analyzed data were presented using tables. In the process of data analysis, data was processed on the basis of Five-point Likert-scale.

3.9. Ethical Consideration

Ethics is one of the major considerations in research. Hence the study has incorporated the following ethical considerations.

- Respondents were clearly communicated about the objective of the study before they were asked to give their answer.
- Respondents were not asked about their name, race and religion etc.
- The rights of research participants where Protected

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

In this chapter data collected for HRIS and Thune's IT Projects at Wegagen Bank S.C are presented. It also deals with analysis and interpretation of the data collected. This study is concerned with the selected projects done by Project management directorate Thus, the study participants were from different IT cluster and HR and IBD directories. With respect to the data collection method a total of 86 structured questionnaires were distributed. Thus, 23 questioners from project management life cycle and 45 questioners from Project Management Knowledge area, total of 15 questioner were distributed on the Challenges on IT related Projects to the research population to study project management practice and the challenges that IT projects face during project management practices application. The questionnaires were developed in five scales ranging from five to one; where 5 represents strongly agree, 4 agree, 3 neutral, 2 disagree, and 1 strongly disagrees. All the questionnaires were filled and collected. All the data gathered were organized, tabulated and analyzed using SPSS software to get a good insight to the result. By adopting an eminent Scott criterion, a mean value is used to analyze the data represented by the Likert type scale of 1(Strongly Disagree), Thus, in line with Scott criteria, a mean up to 2.8 is considered as disagree, from 2.9 to 3.2 mean value is considered to be neutral and mean above 3.2 is considered as an agree value (Scott, 1999).Interview questioners where formulated to give a deep insight in to the IT projects implementation practices on the overall aspect of project process and response from the two Project managers where documented.

4.2 Demographic Profile

Table 4.1 presents respondent's profile for the case of HRIS and Thune's Projects. It presents the gender, age, Job category, educational status and work experience of respondent from wegagen bank IT cluster.

For HRIS project case among 25 respondent 19 were male. That means only 24.0 % of the respondents were female. Age group between 30 and 40 takes 56.0 % of the respondent and respondent's experience 6 to 10 years cumulated to 44.0 %. And above 10 years to 32.0% indicating that middle aged and well experienced employee were part in the project. Even if all

respondent acquires a minimum of BA/BSc degree to 64.0% none of them were from project management educational background. However, job positions such as Project managers and project members are highly involved tin the research.

For the case of Thune's project out of 15 respondent 40.0% of the respondents were female. In terms of age group, among the respondents 46.7% of them are 30 and above years old. With regards to education, BA/BSc holders are 60.0%, project managers and members positions are dominate the respondent and work experience of 11 to 15 years counts to 46.7% and 6 to 10 years to 40.0% indicating that respondents have abundant exposer to IT related Project however none of the have Project Management education or certificate, they are highly experienced on software development, IT security, IT Infrastructure(system, Networking, Database),and Human resource management and International money transfer knowledge and involved in different IT projects at wegagen Bank.

Table 4.1. Demographic characteristics of respondents for HRIS and Thune's Projects

No	Characteristics HRIS Project		Respondent		Total	
			Frequency	Percent	Frequency	Percent
1	Gender	Female	6	24.0%	25	100
		Male	19	76.0%		
2	Age	Below 30	3	12.0%	25	100
		30-40	14	56.0%		
		40-50	6	24.0%		
		Above 50	2	8.0%		
3	Job Position	Project Coordinator	1	4.0%	25	100
		Project manager	5	20.0%		
		Project Member	6	24.0%		
		Support Staff	5	20.0%		
		Others	8	32.0%		
4	Educational Background	Diploma/TVT	0	.0%	25	100
		BA/BSc	16	64.0%		
		MA/MSc	9	36.0%		
		Others	0	.0%		
5	Work Experience	0-5 years	1	4.0%	25	100
		6-10 years	11	44.0%		
		11-15 years	8	32.0%		
		More than 15 years	5	20.0%		

No	Characteristics Thune's Project		Respondent		Total	
			Frequency	Percent	Frequency	Percent
1	Gender	Female	6	40.0%	15	100
		Male	9	60.0%		
2	Age	Below 30	2	13.3%	15	100
		30-40	7	46.7%		
		40-50	5	33.3%		
		Above 50	1	6.7%		
3	Job Position	Project Coordinator	0	.0%	15	100
		Project manager	3	20.0%		
		Project Member	6	40.0%		
		Support Staff	4	26.7%		
		Others	2	13.3%		
4	Educational Background	Diploma/TVT	0	0%		
		BA/BSc	9	60.0%		
		MA/MSc	6	40.0%		
		Others	0	.0%		
5	Work Experience	0-5 years	0	.0%	15	100
		6-10 years	6	40.0%		
		11-15 years	7	46.7%		
		More than 15 years	2	13.3%		

Source: Own Survey, 2023

Table 4.2 Project management life cycle practices in Project Initiation Process Group

Project Initiation Process Group		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Initial Scope (Time ,Budget and Quality) are developed	Thunes	0	0.0%	0	0.0 %	3	20.0 %	12	80.0%	0	0.0%	15	100	3.8000
	HRIS	0	0.0%	3	12.0%	1	4.0%	18	72.0%	3	12.0 %	25	100	3.7200
Basic Requirements are identified	Thunes	0	0.0%	0	0.0 %	5	33.0 %	10	66.7%	0	0.0%	15	100	3.6667
	HRIS	0	0.0%	0	0.0 %	2	8.0%	19	76.0%	4	16.0 %	25	100	3.5600
Experienced Project Manager were Assigned	Thunes	0	0.0%	0	0.0 %	7	46.7 %	8	53.3%	0	0.0%	15	100	3.5333
	HRIS	2	8.0%	2	8.0 %	7	28.0 %	13	52.0%	1	4.0%	25	100	3.3600
Feasibility Study was Conducted	Thunes	0	0.0%	0	0.0 %	6	40.0 %	9	60.0%	0	0.0%	15	100	3.6000
	HRIS	3	12.0%	3	12.0%	8	32.0 %	10	40.0%	1	4.0%	25	100	3.1200
Business case and Bank's Strategy were identified	Thunes	0	0.0%	0	0.0 %	6	40.0 %	9	60.0%	0	0.0%	15	100	3.6000
	HRIS	0	0.0%	4	16.0%	1	4.0%	18	72.0%	2	8.0%	25	100	3.7200
Total Average Mean	Thune's													3.64
	HRIS													3.49

Source: Own Survey, 2023

Project initiation process group questionnaires under Table 4.1 determines the activities that are performed at first stage of a project. The mean score for HRIS and Thune's almost all activities under Initiation process indicate that when both projects began initial activities such as scope, time,

and basic requirement were identified also a project manager was assigned the result generally the initiation processes were achieved however the mean value for HRIS project question Feasibility Study was Conducted the mean score 3.12 indicate the neutral response thus project was initiated without feasibility study fully performed.

From the interview project initiation process group for HRIS the Project manager have created project charter which indicates the activities needed for HRIS project to be began and have discussed on the requirement that HR directories needed from the HR system since almost all activities related to employee's information were performed manually. The project where managed and developed with internal software developers.

The project managers have understanding on the Project life cycle and project knowledge areas that are necessary for any projects. Based on the project requirement the project manager begin developing the system here other experience on the type of HRIS system where not explored and proper project kick off meeting where not conducted however from the charter the project initiation process group activities can be said achieved. For Thune's project IT technical manager was assigned and there was no project charter developed from the stakeholder requirement was gathered for Thune's money transfer integration to the bank existing core banking application. Since the project is type of integration only the manager developed application programming interface (API) documentation where developed. For project initiation life cycle the manger have some concept comparing to the technical knowledge, from the interview response regarding project initiation stage we can say that both projects achieved their activities however they can be managed more clearly and effectively.

Furthermore, the average mean value for Thune's and HRIS are 3.64 and 3.49 respectively indicating in Project Initiation Process group both projects achieved the required process and activities with still room for effective application of project management plan.IT project management office start both projects with the initial activities of project initiation process life cycle we can say IT project managers apply this stage with proper knowledge and skills.

Table 4.3 Project Management life cycle Practice in Project Planning Process Group

		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Project Time Management Plan is prepared	Thunes	0	0.0%	0	0.0%	3	20.0 %	12	80.0 %	0	0.0%	15	100	3.8000
	HRIS	1	4.0%	6	24.0 %	4	16.0 %	10	40.0 %	4	16.0 %	25	100	3.4000
Project Cost Management Plan is prepared	Thunes	0	0.0%	2	13.3 %	9	60.0 %	4	26.7 %	0	0.0%	15	100	3.1333
	HRIS	1	4.0%	7	28.0 %	5	20.0 %	9	36.0 %	3	12.0 %	25	100	3.2400
Project Quality Management Plan is prepared	Thunes	0	0.0%	9	60.0 %	4	26.7 %	2	13.3 %	0	0.0%	15	100	2.5333
	HRIS	1	4.0%	8	32.0 %	10	40.0 %	5	20.0 %	1	4.0%	25	100	2.8800
Project Communication Management Plan is prepared	Thunes	0	0.0%	3	20.0 %	6	40.0 %	6	40.0 %	0	0.0%	15	100	3.2000
	HRIS	1	4.0%	7	28.0 %	6	24.0 %	11	44.0 %	0	0.0%	25	100	3.0800
Project Risk management Plan is prepared	Thunes	0	0.0%	11	73.3 %	3	20.0 %	1	6.7%	0	0.0%	15	100	2.3333
	HRIS	2	8.0%	11	44.0 %	4	16.0 %	8	32.0 %	0	0.0	25	100	2.7200
Scope Management Plan is prepared.	Thunes	0	0.0%	1	6.7%	4	26.7 %	10	66.7 %	0	0.0%	15	100	3.6000
	HRIS	0	0.0%	6	24.0 %	4	16.0 %	12	48.0 %	3	12.0 %	25	100	3.4800
Total Average Mean	**Thune's**													3.09
	HRIS													3.08

Source: Own Survey, 2023

Project planning process group process is where the project develop a plan and project management document indicating on the most basic project management knowledge areas the mean score for Time management plan 3.80 and score management plan where achieved indicting the project have time and scope management plan and for the questioners about project communication management plan the mean score 3.2 and 3.0 for Thune's and HRIS projects respectively inductees neutral response however the mean score of the rest of activities where not achieved and the response mean score is below 2.8 indicating a disagree response.

From the Interview response for the case of HRIS the project manager believe that project management plan should be formulated for successful implementation a project. Partial charter document was created which includes and focuses on Scope, Time, stakeholder identification and communication plan however processes such as cost, Quality, Risk management where not planned on charter indicating the project manager is concerned for Scope, Time, communication and stakeholder management resulting in poor risk, Quality issues. Regarding Cost management since the Project was done by internal software developers the Project manager didn't consider the applicability showing poor application of project management life cycle and Knowledge areas this eventually led to Project delay.

For the case of Thunes Project the Project manager did implement Time Management by creating Gant Chart and some plan for Communication method (skype) and define the Scope of the project however for the rest of process such as Cost, Quality, Risk management the project didn't define a clear plan indicating poor project planning and affecting the project and a clear project charter documentation was not created. From both Projects the project planning process practices is not fully and effectively applied indicating poor understanding of project management and the aspect of implementing effective project management practices and more consideration was given for the Technical IT aspect of the project and only most known project management process such as Time, Scope and stakeholder identification management were applied indicating poor project management practices.

Furthermore, the total average mean for both Thune's and HRIS 3.09 and 3.08 respectively indicating a neutral response which implied one that at stage both projects didn't apply each process and activities or this process where not clearly applied so as the respondent where aware and they may not confirm the application of project planning process group. At this stage project

management plan should be clearly formulated and documented showing weakens in the process of application of the planning life cycle.

Table 4.4 Project Management Life Cycle Practice in Project Execution Process Group

		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
The development team brings the deliverables as stated in the requirement	Thunes	0	0.0%	2	13.3 %	7	46.7 %	6	40.0 %	0	0.0%	15	100	3.2667
	HRIS	1	4.0%	0	0.0%	6	24.0 %	17	68.0 %	1	4.0%	25	100	3.6800
Deliverables are presented based on their Milestones	Thunes	0	0.0%	1	6.7%	6	40.0 %	8	53.3 %	0	0.0%	15	100	3.4667
	HRIS	1	4.0%	1	4.0%	9	36.0 %	13	54.0 %	1	4.0%	25	100	3.4800
The development team delivered the status report as	Thunes	0	0.0%	9	60.0 %	2	13.3 %	4	26.7%	0	0.0%	15	100	2.6667
	HRIS	0	0.0%	14	56.0 %	2	8.0%	9	36.0 %	0	0.0%	25	100	2.8000
The deliverables are aligned to the Strategy of the bank	Thunes	0	0.0%	2	13.3 %	7	46.7 %	6	40.0 %	0	0.0%	15	100	3.2667
	HRIS	0	0.0%	2	8.0%	6	24.0 %	17	68.0 %	0	0.0%	25	100	3.6000
Total Average Mean	**Thunes**													3.1
	HRIS													3.35

Source: Own Survey, 2023

During Project Execution Process activities such as acquiring and managing project team, performing Quality assurance, information distribution, manage stakeholder expectation, and resource management were performed as well as integrating and performing the activities of the project in accordance with the project management plan for successful project.

The Table 4.4 present the response for Project Execution Process Group the mean score of 3.1 to 3.6 indicating for deliverables which are made by the project team are highly achieved the requirement and they are in line with bank's strategy for both projects the deliverables where achieved only the development team did not present the status report as planed as indicated by the mean score 2.6 and 2.8 for Thune's and HRIS projects respectively leading to poor information communication project management practices.

From the Interview both mangers replied the project execution stage the required HRIS and the Thune's integration deliverables are done. The HRIS work activities such as Register discipline cases and actions, Register Salary History, Register acting and delegation ,Create, maintain and list of applicants for a vacancy, View and apply for active vacancy, Create and maintain salary and loan accounts Register Employee Bio-Data including Tin Number, PF/Pension Status, Assignment type & additional details, Register Employee Educational Background and Certificate, Register Employee Experience both within and outside the Bank ,Manually register transfer and promotion release date where finalized and delivered .

For Thune's Integration the required integration with the bank core banking for money transfer was delivered. Planned report for both projects where not presented properly only when the stakeholder demanded the status report or the project managers verbally disclose the status indicating poor project management life cycle practices.

At Project execution process group the total average mean shows 3.1 and 3.3 for Thunes and HRIS respectively indicating the general application process and activities of this project life cycle here both projects have executed the tasks in hand with the deliverables showing both good performance on executing tasks and bring end products however there are issues on the application of each activity and process for better and effectiveness of the projects.

***Table 4.5 Project Management Life Cycle* Practice in Project Monitoring and Evaluation Process Group**

Project Monitoring and Evaluation Process Group	Strongly Disagree			Disagree		Neutral		Agree		Strongly agree		Total		mean
	Life cycle	N	%	N	%	N	%	N	%	N	%	N	%	
Change Requests are reviewed approved	Thunes	0	0.0%	3	20.0%	3	20.0 %	9	60.0 %	0	0.0%	15	100	3.4000
	HRIS	1	4.0%	6	24.0 %	5	20.0 %	12	48.0 %	1	4.0%	25	100	3.2400
Completed project deliverables acceptance is formalized	Thunes	0	0.0%	0	0.0%	5	33.3 %	10	66.7 %	0	0.0%	15	100	3.667
	HRIS	0	0.0%	7	28.0 %	9	36.0 %	8	32.0 %	1	4.0%	25	100	3.1200
Project Scope is monitored/ updated and changes to scope baselines are	Thunes	0	0.0%	0	0.0%	10	66.0 %	5	33.3 %	0	0.0%	15	100	3.3333
	HRIS	0	0.0%	7	28.0 %	5	20.0 %	11	44.0 %	2	8.0%	25	100	3.3200
Project Progress is monitored/ updated and changes to schedule baselines are	Thune's	0	0.0%	7	28.0 %	5	20.0 %	11	44.0 %	2	8.0%	15	100	3.4000
	HRIS	0	0.0%	3	12.0 %	3	12.0 %	17	68.0 %	2	8.0%	25	100	3.7200
Quality activities a monitored and results are recorded to performance and to recommend necessary changes assess	Thunes	0	0.0%	7	46.7 %	5	33.3 %	3	20.0 %	0	0.0%	15	100	2.7333
	HRIS	1	4.0%	6	24.0 %	12	48.0 %	6	24.0 %	0	0.0%	25	100	2.9200
Total Average Mean	Thune's													3.30
	HRIS													3.26

Source: Own Survey, 2023

Table 4.5 present the Project Monitoring and Evaluation Process Group Questionaries' response at this stage of project manager should perform monitoring and evaluation by Creating a plan or outline, setting goals and expectations, decide how to monitor project. Evaluate reports, make necessary improvements, Collect and track data, provide progress updates, Manage expectations.

The mean score ranging from 3.1 to 3.7 for the questioners project performance or progress and change and scope management where achieved however performance or progress report and product measurement where not properly documented in other hand Quality activities monitored and results are recorded to performance and to recommend necessary changes assess question mean score 2.7 and 2.9 for Thunes and HRIS respectively indicating both projects lack Quality standards or both project managers give less consideration for setting activities regarding Quality attribute since there was no documented Quality plan indicate poor project management practices.

From both Interview response project monitoring and evaluation activities are done more or less here both project stakeholders (banks management) lack proper project monitoring mechanism and both project managers concentrate on delivering the product has led them to give less focus on project monitoring and evaluation practices this will lead to different problems and risk.

The total average mean shows 3.3 and 3.2 for Thune's and HRIS respectively Project monitoring and evaluation Process group the respondent can be said they responds agree and neutral for Thune's and HRIS respectively showing ether the process is not clearly performed or the basic activities and process where conducted. At this stage project managers and stakeholders should clearly plan on how to monitor and control also evaluate each stapes of the tasks done at this stage.

When applying project management practices project managers should plan and document each monitoring and evaluation activities and process so that the status of each project tasks is known and are executed according to the project scope and Plan.

Table 4.6 Project Management Life Cycle Practice in Project Closing Process Group

Project Closing Process		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Training Manual both for technical and operational	Thunes	0	0.0%	6	40.0%	5	33.3 %	4	26.7%	0	0.0%	15	100	2.8667
	HRIS	0	0.0%	13	52.0%	10	40.0 %	2	8.0%	2	8.0%	25	100	2.5600
formally transfer of all project deliverables to the client	Thunes	0	0.0%	0	0.0%	7	46.7 %	8	53.3%	0	0.0%	15	100	3.5333
	HRIS	0	0.0%	4	16.0%	12	48.0 %	8	32.0%	1	4.0%	25	100	3.2400
Confirmation and agreement on the project	Thunes	0	0.0%	4	26.7%	5	33.3 %	6	40.0%	0	0.0%	15	100	3.1333
	HRIS	0	0.0%	3	12.0%	5	20.0 %	16	64.0%	1	4.0%	25	100	3.6000
Total Average Mean	**Thune's**													3.17
	HRIS													3.13

Source: Own Survey, 2023

According to A Guide to The Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition, "The Project Closing Process Group consists of those processes performed to conclude all activities across all Project Management Process Groups to formally complete the project, phase, or contractual obligations. Table 4.6 present activities such as training manual, the mean score ranging from 3.1 to 3.6 indicating for the questions such as formal transfer of the project deliverables and confirmation of completion on the project were achieved however Training or a document for both products on ether operational and technical manual where not developed

indicating by the mean score of 2.8 and 2.5 for Thune's and HRIS respectively indicating poor project closing management practices.

From the interview both project managers understand the closing stage of the project and tried to apply some of the basic activates such as concluding the project, notifying the stakeholders the completion of the project. The bank core management recognized the projects and heled a meeting to appreciate the project team and formally close the project however activities such as training manual or a document that detailed the work done technical and operational where not conducted Indicating poor project closing management life cycle practices.

The total average mean for Thune's and HRIS 3.1 and 3.1 respectively indicating a natural response we can say each process and activities of the final stage of project management where not clearly applied or the respondents have little idea about the issue. Project managers should give focus on the process and activities done at closing stage of project management not only the end product delivery so as the project can benefit the full advantage of project management closing life cycle stage processes and activities.

Project management knowledge areas processes

Table 4.7: Project Integration Practice

		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Project Manager was assigned early in the project	Thunes	0	0.0 %	0	0.0%	2	13.3%	11	73.3%	2	13.3%	15	100	4.0000
	HRIS	1	4.0 %	2	8.0%	2	8.0%	16	64.0%	4	16.0%	25	100	3.8000
There were efficient change managements	Thunes	0	0.0 %	3	20.0%	10	66.7%	10	66.7%	2	13.3%	15	100	2.9333
	HRIS	1	4.0 %	3	12.0%	9	36.0%	12	48.0%	0	0.0%	25	100	3.2800

Single and cohesive project management plan was developed	Thunes	0	0.0 %	0	0.0%	6	40.0%	9	60.0%	0	0.0%	15	100	3.6000
	HRIS	2	8.0 %	2	8.0%	10	40.0%	10	40.0%	1	4.0%	25	100	3.2400
Project was closed with in pre-scheduled time	Thunes	0	0.0 %	8	53.3%	5	33.3%	2	13.3	0	0.0%	15	100	2.6000
	HRIS	6	24.0 %	9	36.0%	7	28.0%	3	12.0%	0	0.0%	25	100	2.2800
Proper monitoring and reporting scheme were placed and practiced	Thunes	0	0.0 %	6	40.0%	4	26.7%	5	33.3%	0	0.0%	15	100	2.9333
	HRIS	3	12.0 %	12	48.0%	5	20.0%	5	20.0%	0	0.0%	25	100	2.4800
Total Average Mean	**Thune's**													3.93
	HRIS													3.01

Source: Own Survey, 2023

Table 4.7 present project integration knowledge areas results at this stage the coordination of all elements of a project. This includes coordinating tasks, resources, stakeholders, and any other project elements, in addition to managing conflicts between different aspects of a project, making trade-offs between competing requests, and evaluating resources are performed. The mean score for the questioners such as Project Manager was assigned early in the project, there were efficient change managements, Single and cohesive project management plan was developed both projects score ranging from 3.2 to 4.0 indicating fully achieved the required performance of project integration practices. However, for the Questions like Project was closed with in pre-scheduled time and Proper monitoring and reporting scheme were placed and practiced have a mean score of 2.6 to 2.9 indicating poor practices.

Both HRIS and Thune's did have Time estimations for their activities however those time where not followed HRIS took over a year to formalize the project and applied to HR activities for Thune's it was completed but not accordingly as the pre-scheduled time also the was no proper

monitoring and reporting scheme placed for both projects indicating partial practices of project integration management knowledge area.

The total average mean shows 3.93 and 3.01 for Thune's and HRIS respectively indicating Thunes project have achieved project integration and activities better than HRIS where respondents have a neutral response indicating some or all the activities of project integrations plan where not applied. Thus, integration projects can fail for various reasons. These include a lack of clear goals and objectives, poor communication and collaboration, insufficient resources, inadequate planning, technological issues, change management issues, and lack of executive support. Having project integrations process and activities done effectively can guaranty project success.

Table 4.8: Project Scope Management Practice

Factors		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		Mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Requirements of the stakeholder's need was determined and	Thunes	0	0.0%	3	20.0%	3	20.0%	9	60.0 %	0	0.0%	15	100	3.4000
	HRIS	0	0.0%	3	12.0%	1	4.0%	19	76.0 %	2	8.0%	25	100	3.8000
Project scope statement that details project scope, boundaries, acceptance	Thunes	0	0.0%	0	0.0%	6	40.0%	9	60.0 %	0	0.0%	15	100	3.6000
	HRIS	0	0.0%	4	16.0%	5	20.0%	16	64.0 %	0	0.0%	25	100	3.4800
Work Break Down (scope baseline) was created	Thunes	0	0.0%	0	0.0%	3	20	12	80.0 %	0	0.0%	15	100	3.8000
	HRIS	0	0.0%	5	20.0%	8	32.0%	11	44.0 %	1	4.0%	25	100	3.3200
A plan that detail how the project scope will be defined, validated, and	Thunes	0	0.0%	3	20.0%	5	33.3%	7	46.7 %	0	0.0%	15	100	3.2667
	HRIS	1	4.0%	4	16.0%	6	24.0%	13	52.0 %	1	4.0%	25	100	3.3600

Scope validation (by the customer or the user) were done for each deliverable	Thunes	0	0.0%	5	33.3%	2	13.3%	8	53.3 %	0	0.0%	15	100	3.20003
	HRIS	1	4.0%	11	44.0%	6	24.0%	7	28.0 %	0	0.0%	25	100	2.760
Total Average Mean	**Thune's**													3.45
	HRIS													3.34

Source: Own Survey, 2023

Project scope management defines and outlines all work included within a project, such as objectives, tasks, outputs, and deadlines. Project scope management identifies and documents all project objectives, goals, deliverables, deadlines, and budgets during the planning process also Project Scope Management refers to the set of processes that ensure a project's scope is accurately defined and mapped. Scope Management techniques enable project managers and supervisors to allocate the right amount of work necessary to successfully complete a project—concerned primarily with controlling what is and what is not part of the project's scope. Table 4.8 present the questioners such requirement identification, project scope, work break down are fully achieved indicating by the mean score ranging from 3.2 to 3.8 at this stage of the project management both projects perform scope management knowledge area practices leading to project success however for the question Scope validation (by the customer or the user) were done for each deliverable HRIS score mean value of 2.7 indicating HRIS users did not validate the Scope indicating poor project management practices in other hand Thune's Project Scope where validated by the Project Stakeholders time to time which is indicated by the mean score of 3.2 thus we can say Scope management for both projects have been performed reasonably with some activities done Partially.

Furthermore, the total average mean for both Thunes and HRIS 3.45 and 3.34 indicating the respondent agreed on the application Scope management plan for both projects. The project managers give high consideration on the determination of project scope as part of the project requirement in this project knowledge area both projects have achieved the application of scope

management activities however proper scope change where not documented and updated and a document on the Scope management plan were inadequate. While change is inevitable in any project, it's those uncontrolled changes that cause delays in project completion and, in turn, lead to scope creep. A vague and unclear Project Initiation document that lacks a clearly defined Project Scope Statement Poor communication between stakeholders, customers, project managers, and team members Undocumented and unapproved changes and conversations between the stakeholders An inflexible/non-existent change control process Unrealistic deadlines and time frames Inexperienced or inefficient project managers Poor feature prioritization can be faced if proper scope management where not created that can lead to ineffective project practices.

Table 4.9: Project Schedule Management Practice

Factors		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		Mean
		N	%	N	%	N	%	N	%	N	%	N	%	
List of activities to be executed	Thunes	0	0.0 %	2	13.3 %	7	46.7%	6	40.0%	0	0.0 %	15	100	3.2667
	HRIS	0	0.0 %	2	8.0%	4	16.0%	18	72.0%	1	4.0 %	25	100	3.7200
Activities were sequenced	Thunes	0	0.0 %	2	13.3 %	4	26.7%	9	60.0%	0	0.0 %	15	100	3.4667
	HRIS	3	12.0 %	2	8.0%	8	32.0%	12	48.0%	0	0.0 %	25	100	3.1600
Time required for each of activities were estimated	Thunes	1	6.7 %	4	26.7 %	0	0.0%	10	66.7%	0	0.0 %	15	100	3.2667
	HRIS	1	4.0 %	4	16.0 %	0	0.0%	18	72.0%	2	8.0 %	25	100	3.6400
	Thuns	0	0.0 %	2	13.3 %	4	26.7%	9	60.0%	0	0.0 %	15	100	3.4667

Schedule management	HRIS	1	4.0 %	6	24.0%	16	24.0%	14	56.0%	0	0.0 %	25	100	3.3200
Changes to the project schedule was controlled	Thunes	0	0.0 %	8	53.3 %	5	33.3%	2	13.3%	0	0.0 %	15	100	2.6000
	HRIS	3	12.0 %	10	40.0 %	9	36.0%	3	12.0%	0	0.0 %	25	100	2.4800
Total Average Mean	**Thune's**													3.21
	HRIS													3.264

Source: Own Survey, 2023

A schedule is a timetable showing the forecast start and finish dates for activities or events within a project, program or portfolio. Time scheduling is a collection of techniques used to develop and present schedules that show when work will be performed. The results of all these techniques are usually presented as activities or bars on a timeline, known as a Gantt chart.

Table 4.9 present the result a project schedule management knowledge areas questioners such as project schedule plan, Activates were sequenced and Time for each tasks where estimated by Gantt chart indicated by the Mean score ranging from 3.1 to 3.7 which tells us the activities in project schedule management practices where performed and achieved however the Changes to the project schedule was not controlled effectively there was multiple changes on the time for each activities for both projects but this changes could not applied on the project schedule management plan so both project managers did not include changes that affect the original time line because of poor practices of project Schedule management. The mean score further indicates for tunes 2.6 and HRIS 2.4 which the respondent disagrees that there was no controlled Changes to the project schedule

The total average mean for Thune's and HRIS 3.21 and 3.26 respectively indicating the respondents have agreed on the application of project Schedule Management Practice for both projects. Project managers have a good experience on Schedule Management Practice using Gant chart. However, estimating the time for each activity and process is a sign of good Schedule

Management Practice it doesn't garnets effective use of this knowledge area mangers should follow the time schedule and update the plan. The absence of explicit project goals and a mismatch of goals with essential business objectives are key challenges in project scheduling. This problem frequently emerges as a result of inadequate planning. Thus, Project scheduling is an essential component of product management that acts as a manager's guide.

Table 4.10: Project Cost Management Practice

Factors		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Cost estimate in-line with agreed scope were made	Thunes	0	0.0 %	4	26.7 %	8	53.3 %	3	20.0 %	0	0.0%	15	100	2.9333
	HRIS	1	4.0 %	12	48.0 %	6	24.0 %	6	24.0 %	0	0.0%	25	100	2.6800
A budget, which is used as cost baseline, was determined	Thunes	1	6.7 %	7	46.7 %	2	13.3 %	5	33.3 %	0	0.0%	15	100	2.7333
	HRIS	1	4.0 %	9	36.0 %	10	40.0 %	5	20.0 %	0	0.0%	25	100	2.7600
A cost management plan that detail how the project budget is estimated and controlled was generated	Thunes	0	0.0 %	7	46.7 %	7	46.7 %	1	6.7%	0	0.0%	15	100	2.6000
	HRIS	1	4.0 %	12	48.0 %	8	32.0 %	4	16.0 %	0	0.0%	25	100	2.6000
Change in project budget was controlled	Thunes	0	0.0 %	4	26.7 %	9	60.0 %	2	13.3 %	0	0.0%	15	100	2.8667
	HRIS	2	8.0 %	11	44.0 %	9	36.0 %	3	12.0 %	0	0.0%	25	100	2.5200
Total Average Mean	**Thune's**													2.78
	HRIS													2.64

Source: Own Survey, 2023

Project Cost Management includes the processes involved in planning, estimating, budgeting, and controlling costs so that the project can be completed within the approved budget. Table 4.10 represent the Cost management knowledge area questioner for both HRIS and Thune's integration projects such as budget and cost baseline, a cost management plan and was the change in project cost controlled indicated by the mean score ranging from 2.5 to 2.9 which is almost all respondent disagree and neutral on the issue of cost management plan was implemented thus from the nature of the project which is it's done by internal staff and project manager, the project didn't need actual project budget however any project with project manager, project team and resources the project managers should be able to prepare a budget that the project need from small to large activities, At this stage the cost management knowledge area have poor performance issues during activity practices.

Furthermore, the total average mean for Thunes and HRIS 2.78 and 2.64 respectively indicating the respondent disagree on the application of project cost management plan this is due to the fact that both projects have been done with internal project management office and with substantial cost. However, every project has a cost of some kind that could be included in the project charter. Both projects failed to include the application of project cost management plan. Project managers should have cost management plan that includes budgeting, Time tracking, Reporting, Analytics that will granite successful project management practices.

Table 4.11: Project Quality Management Practice

Factors		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Quality standards of the project were identified	Thunes	0	0.0 %	2	13.3%	4	26.7%	9	60.0%	0	0.0%	15	100	3.4667
	HRIS	0	0.0 %	11	44.0%	6	24.0%	7	28.0	1	4.0%	25	100	3.6400
Quality standards of the project were reviewed	Thunes	1	4.0 %	12	48.0%	3	12.0%	8	32.0%	1	4.0%	15	100	2.8400
	HRIS	1	4.0 %	10	40.0%	6	24.0%	7	28.0%	1	4.0%	25	100	2.8800
Project performance were evaluated on regular basis	Thunes	0	0.0 %	4	26.7%	8	53.0%	3	20.0%	0	0.0%	15	100	3.1333
	HRIS	0	0.0 %	12	48.0%	4	16.0%	9	36.0%	0	0.0%	25	100	2.8800
Results were monitored to check if they comply with the quality standards identified	Thunes	0	0.0 %	2	13.3%	4	26.7%	9	60.0%	0	0.0%	15	100	2.5333
	HRIS	0	0.0 %	12	48.0%	4	16.0%	9	36.0%	0	0.0%	25	100	2.8800
Total Average Mean	**Thune's**													2.99
	HRIS													3.07

Source: Own Survey, 2023

Project Quality management involves identifying which regulatory quality standards are relevant to the project and how to satisfy them. The process outlines the rules that define the quality needs of the project, the required standards for the project's product or service and how it will be confirmed that the planned requirements are provided in the project's final product.

Quality planning is one of the key processes when planning the project and is also important during development of the Project Management Plan. Quality process should be performed in parallel with other project planning processes and involves: The creation of a Quality Management Plan, the identification and the definition of Quality Metrics & Measures, the identification of acceptance criteria for the product's performance requirements and essential conditions that must be achieved before project deliverables are accepted.

Table 4.11 present the response for the questioners regarding quality management plan in software development such as HRIS and Thune's integration a quality assurance plan is the set of procedures, tools, and techniques that testers can use to ensure that an app or service meets the software requirements.

With better testing and better overall quality, a project manager can have confidence in the system. Indeed, it will meet the original software specifications and perform as expected. For this stage of project management knowledge area, the mean score indicated for the Questions regarding Quality standards of the project were identified 3.4 and 3.6 for Thune's and HRIS projects respectively indicating both project managers have a clear understanding of what the end output product should have regarding quality however the for the question Quality standards of the project were reviewed The mean score both projects is 2.8 indicating the vast respondent where in disagree on the quality revision and for the case of Thune's Project performance were evaluated on regular basis the mean score was 3.1 indicating effective practices of Quality management process. HRIS project performance was not fully evaluated throughout the project life time. Even if there was a sense of quality management concept both projects didn't perform the Results and monitored to check if they comply with the quality standards which is indicated by the mean score of 2.5 and 2.8 for Thune's and HRIS projects respectively resulting to poor project Quality management knowledge area practices.

The total average mean for Thune's and HRIS 2.99and 3.07 respectively indicating the respondents have disagree on the application of Quality management knowledge area practices for Thune's project and a neutral response for HRIS. Both projects have failed to apply project Quality management practices thus implied both projects should have a Quality management plan since it is an integrated framework of any organization's total quality management process. The management of quality comprises processes required to deliver a project on time while ensuring that the demands of the stakeholders, including customers, are met. Moreover, it is the ability to manage a product and deliver output in conformity with the requirements of the users while maximizing profits for the company.

Table 4.12: Project Resource Management Practice

Factors		Strongly Disagree		Disagree		Neutral		Agree		Strongly		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Resources for each activity was estimated	Thunes	0	0.0%	6	40.0 %	7	46.7%	2	13.3%	0	0.0 %	15	100	2.7333
	HRIS	1	4.0%	12	48.0 %	1	4.0%	11	44.0%	0	0.0 %	25	100	2.8800
Acquiring project resources were made on time	THunes	0	0.0%	1	6.7%	5	33.3%	9	60.0%	0	0.0 %	15	100	3.5333
	HRIS	1	4.0%	6	24.0 %	6	24.0%	12	48.0%	0	0.0 %	25	100	3.1600
Project team was developed	Thunes	0	0.0%	1	6.7%	4	26.7%	10	66.0%	0	0.0 %	15	100	3.6000
	HRIS	0	0.0%	4	16.0 %	1	4.0%	17	68.0%	3	12.0 %	25	100	3.7600
Project team was managed and controlled	Thunes	0	0.0%	0	0.0%	3	20.0%	12	80.0%	0	0.0 %	15	100	3.8000
	HRIS	0	0.0%	4	16.0 %	1	4.0%	17	68.0%	3	12.0 %	25	100	3.7600
	Thune's													3.41

Total Average Mean	**HRIS**		3.39

Source: Own Survey, 2023

Resource management planning, is a key element of project management. It ensures that a project has access to the necessary resources (staff, facilities etc.) at all times. It is very closely related to the development of schedules and cost plans.Table 4.12 present Project Resource Management Practice questioners such as Resources for each activity was estimated the mean score indicating 2.7 and 2.8 which is the respondents are in disagree however both projects do Acquiring project resources Were made on time such resources are team members form different functional unit(network admin, IT Security admin, Database ,system and project managers)which indicated by the mean score of ranging from 3.1 to 3.8 thus showing project resource management needed for this selected projects where can be achieved.

The Total average mean 3.41 and 3.39 for both Thune's and HRIS respectively indicating Resource management planning process and activities where conducted that shows both project managers did apply project resources management plan. However, it should be documented and updated for stakeholders and further reference. Thus, applying project resource could be advantages since it eliminates the danger of overbooking, avoiding unnecessary delays, allows managers use less resources more efficiently, makes project planning more transparent and helps avoid miscommunications. Helps you spot problems early on and sort them out with time to spare. Gives a more complete picture of how projects are progressing.

Table 4.13: Project Communication Management Practice

Factors		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		Mean
		N	%	N	%	N	%	N	%	N	%	N	%	
The information and communication needed for the project were determined	Thunes	0	0.0%	4	26.7 %	4	26.7%	7	46.7 %	0	0.0%	15	100	3.2000
	HRIS	0	0.0%	11	44.0%	8	32.0%	6	24.0 %	0	0.0%	25	100	2.8000
Making the required information available to project stakeholders were made on time	Thunes	0	0.0%	6	40.0 %	7	46.7%	2	13.3 %	0	0.0%	15	100	2.7333
	HRIS	0	0.0%	12	48.0 %	4	16.0%	8	32.0 %	1	4.0%	25	100	2.9200
Collecting and disseminating performance information were	Thunes	0	0.0%	6	40.0 %	7	46.7%	2	13.3 %	0	0.0%	15	100	2.7333
	HRIS	2	8.0%	14	56.0 %	9	36.0%	0	0.0%	0	0.0%	25	100	2.2800
Communication between stakeholders were controlled	Thunes	0	0.0%	4	26.7 %	5	33.3%	6	40.0 %	0	0.0%	15	1000	3.1333
	HRIS	1	4.0%	14	56.0 %	8	32.0%	2	8.0%	0	0.0%	25	100	2.4400
Total Average Mean	Thune's													2.94
	HRIS													2.61

Source: Own Survey, 2023

Effective communication is a key component of successful project management and delivery. A project manager's job revolves around communication with the project team, client, and executive

management without effective communication, vital information may not be exchanged effectively a lack of communications may even delay or prohibited the execution or completion of scheduled tasks. The goal of communications management planning is to define the project structure and methods of information collection, screening, formatting and distribution. effective communications planning and management helps ensure information needs of project stakeholders are met, project performance is tracked and reported, project result is formally documented.

Table 4.14 present Communication Management Practice questioners such as the information and communication needed for the project were determined both projects did achieve a mean score of 3.2 and 3.6 for Thune's and HRIS respectively indicating project managers new the needed information who to communicates with verbally or for the case of HRIS trough group Skype for any information regarding the project. Regarding the questioner making the required information available to project stakeholders were made on time for Thune's project a mean score of 2.7 and for HRIS 2.8 indicating there was poor project communications management practices of availing the project information on time leading to different issues and project risk. Also, same result for the questioner collecting and disseminating performance information were made on time a mean score of 2.7 and 2.8 indicating a large disagree on the on-time information collection and distribution.

Both projects score a mean value for the questioner Communication between stakeholders were controlled for Thune's 3.1 indicating there was somehow controlled communications however for HRIS 2.4 mean score indicating the project communications with stockholders is poor since there was no digital mothed of communicating any information regarding the status of the project only verbal communications that is entirely depend on the project manager and HR representative.

The total average mean for Thunes and HRIS where 2.94 and 2.61 respectively indicating a poor application of project Communication Management Practice both project managers didn't effectively use communication management activities and process rather it is traditional and verbal communication and sometimes A skype communication with technical team where conducted however proper communication channel was not defined and documented information was not distributed among project stakeholders. Much of the information where circulated and kept for project managers only. Project manager should apply Communication management plan in order to have a clear expectation among project team, It Streamlines Project Planning, It Enhances

Communication with Clients and Stakeholders, It Creates a Document Your Team Can Always Reference thus creating effective use of communication management practices contributes for project succus.

Table 4.14: Project Risk Management Practice

Factors		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Risks were identified and labeled in risk register	Thunes	0	0.0%	7	46.7%	5	33.3%	3	20.0%	0	0.0%	15	100	2.7333
	HRIS	2	8.0%	14	56.0%	6	24.0%	3	12.0%	0	0.0%	25	100	2.4000
For the identified risks response tactics were developed	Thunes	0	0.0%	7	46.7%	6	40.0%	2	13.3%	0	0.0%	15	100	2.6667
	HRIS	2	8.0%	13	52.0%	5	20.0%	5	20.0%	0	0.0%	25	100	2.5200
The identified risks were monitored and controlled	Thunes	0	0.0%	7	46.7%	5	33.3%	3	20..0%	0	0.0%	15	100	2.7333
	HRIS	2	8.0%	4	16.0%	12	48.0%	7	28.0%	0	0.0%	25	100	2.9600
Proactive risk responses were made	Thunes	0	0.0%	7	46.7%	6	40.0%	2	13.3%	0	0.0%	15	100	2.6667
	HRIS	2	8.0%	11	44.0%	8	32.0%	4	16.0%	0	0.0%	25	100	2.5600
Total Average Mean	**Thunes**													2.699
	HRIS													2.61

Source: Own Survey, 2023

Risk management is both a strategy and a process. As a strategy, it embraces the concept that all projects have risk, and the goal is to ensure that those risks are managed to ensure that projects can be completed successfully. Risk is no reason to avoid projects - it's a basis for making decisions about project scope, planning and execution. There may very well be projects that are deemed too risky to proceed, but on the whole, most risks can be managed. That's where the process come in. As a standardized governance process, project risk management can be broken down into five working elements: risk origination (the risk is identified), risk assignment (responsibility is assigned), execution (risk response is planned and put into action), oversight (status is monitored) and closure (the risk is eliminated).

Table 4.14: present Project Risk Management knowledge area questioners regarding Risk management such as Risks were identified, risks response tactics were developed, and risk monitoring where controlled the mean score of ranging from 2.4 to 2.9 indicating both projects didn't have a risk management practice. There was no documented risk plan however there are multiple risk that happened during the implementation of both projects indicating from the replay of the interviews thus leading to delay in project delivery and unpredictable risks that causes project to be unsuccessful.

Furthermore, the total average mean for Thunes and HRIS projects are 2.6 and 2.6 respectively indicating poor performance on the application of project risk management practices. Project managers didn't anticipate the risk factors that will affect the outcome of each project activities resulting in various problems not only the risk's that will probably affect the projects but also risk's that actually affect the project where not determined and documented. also, there mitigation plan was not formalized. Thus, IT projects should practice all the necessary project Knowledge areas including Risk management plan since it has ensures that risks are managed properly. The goal is to reduce impact of negative risks and to increase the impact of opportunities. The risk management plan provides a tool for reporting risk to senior managements as well as the project sponsor and team.

Table 4.15: Project Procurement Practice

Factors		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Procurement management plan was defined	Thunes	0	0.0%	4	26.7%	10	66.7 %	1	6.7%	0	0.0%	15	100	2.8000
	HRIS	0	0.0%	5	20.0%	14	56.0 %	6	24.0%	0	0.0%	25	100	3.0400
Appropriate quotations, bid, offers or proposal were obtained	Thunes	0	0.0%	2	13.3%	12	80.0 %	1	6.7%	0	0.0%	15	100	2.9333
	HRIS	0	0.0%	7	28.0%	12	48.0 %	6	24.0%	0	0.0%	25	100	2.9600
Potential sources were identified	Thunes	0	0.0%	3	20.0%	8	53.3%	4	26.7%	0	0.0%	15	100	3.0667
	HRIS	0	0.0%	2	8.0%	17	68.0%	5	20.0%	1	4.0%	25	100	3.1200
Procurements were conducted as planned	Thunes	0	0.0%	5	33.3. %	6	40.0%	4	26.7%	0	0.0%	15	100	2.9333
	HRIS	0	0.0%	3	12.0%	18	72.0%	4	16.0%	0	0.0%	25	100	3.0400
Contract was completed and settled properly	Thunes	0	0.0%	4	26.7%	9	60.0%	2	13.3%	0	0.0%	15	1000	2.8667
	HRIS	0	0.0%	8	32.0%	13	52.0%	4	16.0%	0	0.0%	25	100	2.8400
Total Average Mean	**Thunes**													2.866
	HRIS													2.8400

Source: Own Survey, 2023

The PMBOK Guide defines the Procurement Management as the processes necessary to purchase or acquire the products, services, or results needed from outside the project team. Simply put, procurement is a process of selecting vendors, ordering goods and supplies, establishing payment terms, developing and administering the related contracts. Project procurement management relies on outsourcing. Outsourcing is a way of optimizing resources within a project.

Procurement is an indispensable process for a project life cycle. In order to build up a project, various types of resources, materials and services are required. In the absence of resources, none of the projects can be achieved. Procurement is more than an ordinary process, it is the profession of tendering, finding, purchasing and acquiring materials, goods, and services from a supplier or an outer source. Project procurement management is a practice of collaboration with the outer sources and evaluating the bids to obtain the best-fit materials and services for the project.

At this stage of project management knowledge area both projects did not fully applied Project Procurement management Practice from the mean score result ranging from 2.8 to 3.1 the respondent largely are in Natural

For both projects this may be because of the nature of the project that didn't need to procure any kind of resources however as a project managers procurement knowledge area have multiple process and activities that should be documented and stated indicating poor project implementation practices.

The total average mean 2.86 and 2.8 for Thunes and HRIS respectively indicating poor application of project Project Procurement Practice for both projects here from the interview of project mangers we can say the projects are didn't need procurement management plan since the project were done by internal implementers and project management office however formal documentation which state the overall activities of project procurement plan should be performed. Procurement management helps businesses better understand the necessary costs for a project. It also helps select products and services from vendors who can serve the needs of the company within budget.

Table 4.16: Project Stakeholders Practice

Factors		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Total		mean
		N	%	N	%	N	%	N	%	N	%	N	%	
Stakeholders in the project were identified	Thunes	0	0.0%	0	0.0%	6	40.0%	9	60.0 %	0	0.0 %	15	100	3.6000
	HRIS	0	0.0%	2	8.0%	2	8.0%	19	76.0 %	2	8.0 %	25	100	3.8400
Stakeholders' engagement was planned	Thunes	0	0.0%	5	33.3 %	6	40.0%	4	26.7 %	0	0.0 %	15	100	2.9333
	HRIS	0	0.0%	2	8.0%	1	4.0%	21	84.0 %	1	4.0 %	25	100	3.8400
The communication between project stakeholders	Thunes	0	0.0%	5	33.3 %	6	40.0%	4	26.7 %	0	0.0 %	15	100	2.9333
	HRIS	0	0.0%	11	44.0 %	7	28.0%	7	28.0 %	0	0.0 %	25	100	2.8400
Stakeholders' engagement was controlled	Thunes	0	0.0%	3	20.0 %	8	53.3%	4	26.7 %	0	0.0 %	15	100	3.0667
	HRIS	0	0.0%	9	36.0 %	9	36.0%	7	28.0 %	0	0.0 %	25	100	2.9200
Project progress was reviewed frequently with the customer	Thunes	0	0.0%	4	26.7 %	5	33.3%	6	40.0 %	0	0.0 %	15	100	3.1333
	HRIS	1	4.0%	9	36.0 %	6	24.0%	9	36	0	0.0 %	25	100	2.9200
Total Average Mean	**Thune's**													3.133
	HRIS													3.27

Source: Own Survey, 2023

Stakeholder management is the process of identifying, analyzing, engaging, and managing stakeholders to achieve a successful outcome in project management. It involves understanding their interests and expectations and creating strategies to exceed them.

Effective stakeholder management is a key component of successful project delivery. Taking the time to engage and organize your stakeholder group properly ensures all stakeholders are on the same page about their individual influence and responsibilities and how their roles fit into the bigger picture. It also allows for quick and easy communication between project stakeholders, promoting collaboration and encouraging more creative solutions when faced with challenges along the way.

Table 4.16 present Project Stakeholders Practice the response for Questions such as Stakeholders in the project were identified the mean score of 3.6 and 3.8 for Thune's and HRIS respectively indicating both projects achieved in identification of stakeholders and for questioner Stakeholders engagement were planned Thune's project mean score 2.9 indicating a neutral response and HRIS 3.8 mean score showing the project achieved the stakeholder engagement planning.

For the question the communication between project stakeholders were effective the mean score for Thune's project was 2.9 and for HRIS 2.8 indicating a neutral response. Also, for question Stakeholder's engagement was controlled and Project progress was reviewed frequently with the customer the mean score ranging from 2.9 to 3.1 indicating again a Neutral response showing partial implementation of project stakeholder management knowledge area practices.

Finally, the total average mean for both Thunes and HRIS 3.13 and 3.27 indicating Thunes project have a neutral response and for HRIS the respondents have agreed on the application and practices of project stakeholders' management showing both mangers generally try to achieve the process and activities of the Knowledge area indicating again the main problem rise on the practices of each project knowledge areas process. Partial practices of project knowledge areas can lead to a serous project problem. Having and executing a sound stakeholder management strategy can drastically improve individual, team, project, and company performance. Project management practices are a guide line for a successful and effective IT project.

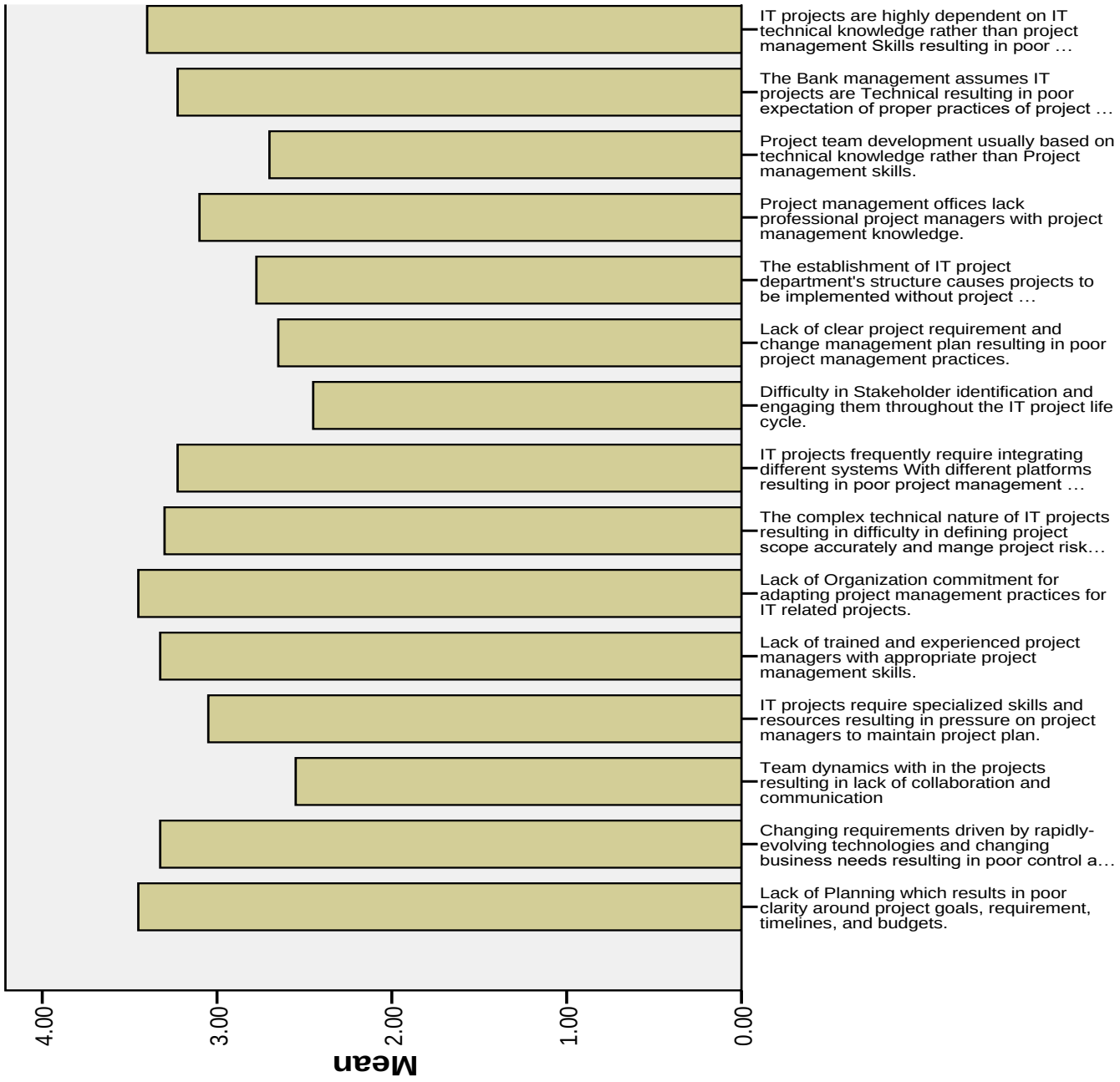
Table 4.17 IT project implementation with Project Management Practices challenges

Questions	For the case of Both HRIS and Thune's Projects Please tick (√) on your choice box	Least		Lower		Moderate		Higher		Extremely		mean	St. Div
	Wegagen Bank IT Project Implementation challenges	**N**	**%**	**N**	**%**	**N**	**%**	**N**		**N**	**%**		
Q1	Lack of Planning which results in poor clarity around project goals, requirement, timelines, and budgets.	0	0.0%	8	20.0%	6	15.0%	26	65.0%	0	0.0%	3.4500	.81492
Q2	Changing requirements driven by rapidly-evolving technologies and changing business needs resulting in poor control and monitoring over project scope and timeline.	0	0.0%	6	150.0 %	15	37.5%	19	47.5%	0	0.0%	3.3250	.72986
Q3	Team dynamics with in the projects resulting in lack of collaboration and communication.	5	12.5 %	15	37.5%	13	32.5%	7	17.5%	0	0.0%	2.5500	.93233
Q4	IT projects require specialized skills and resources resulting in pressure on project managers to maintain project plan.	4	10.0 %	10	25.0%	7	17.5%	18	45.0%	1	2.5%	3.0500	1.1082 4
Q5	Lack of trained and experienced project managers with appropriate project management skills.	0	0.0%	8	20.0%	11	27.5%	21	52.5	0	0.0%	3.3250	.79703
Q6	Lack of Organization commitment for adapting project management practices for IT related projects.	2	5.0%	3	7.5%	11	27.5%	23	57.5%	1	2.5%	3.4500	.87560
Q7	The complex technical nature of IT projects resulting in difficulty in defining project scope accurately and mange project risks effectively.	1	2.5%	5	12.5%	15	37.5%	19	47.5%	0	0.0%	3.3000	.79097
Q8	IT projects frequently require integrating different systems with different platforms resulting in poor project management practices.	2	5.0%	7	17.5%	11	27.5%	20	50.0%	0	0.0%	3.2250	.91952

Q9	Difficulty in Stakeholder identification and engaging them throughout the IT project life cycle.	5	12.5 %	15	37.5%	17	42.5%	3	7.5%	0	0.0%	2.4500	.81492
Q10	Lack of clear project requirement and change management plan resulting in poor project management practices.	2	5.0%	16	40.0%	16	40.0%	6	15.0%	0	0.0%	2.6500	.80224
Q11	The establishment of IT project department's structure causes projects to be implemented without project management practices.	3	7.5%	16	40.0%	8	20.0%	13	32.5%	0	0.0%	2.7750	.99968
Q12	Project management offices lack professional project managers with project management knowledge.	1	6.7%	8	53.3%	6	40.0%	0	0.0%	0	0.0%	3.1000	.90014
Q13	Project team development usually based on technical knowledge rather than Project management skills.	0	0.0%	2	13.0%	10	66.7%	3	20.0%	0	0.0%	2.7000	.88289
Q14	The Bank management assumes IT projects are technical resulting in poor expectation of proper practices of project management.	0	0.0%	14	35.0%	3	7.5%	23	57.5%	0	0.0%	3.2250	.94699
Q15	IT projects are highly dependent on IT technical knowledge rather than project management Skills resulting in poor implementation of project management life cycles and knowledge areas.	0	0.0%	7	17.5%	10	25.0%	23	57.5%	0	0.0%	3.4000	.77790
	Total Average Mean											3.065	

Source: Own Survey, 2023

Figure 4.1 HRIS and Thune's IT project implementation practices challenges BAR Chart



Source: Own Survey, 2023

Figure 4.1 shows the result for both projects of challenges on why IT projects fail to implement project life cycle and knowledge areas properly.

For the challenge regarding Lack of Planning which results in poor clarity around project goals, requirement, timelines, and budgets a mean score of 2.8 and standard deviation 0 .957 showing a disagree response. From the interview we can say the both project plan and set deliverables based on requirement and schedule timeline for the project. Thus, there was no challenge regarding planning of deliverables and requirement and setting time line for the project and clearly not the reason to not employ project management practices. For the question changing requirements driven by rapidly-evolving technologies and changing business needs resulting in poor control and monitoring over project scope and timeline the respondent mean and standard deviation 3.3 and 0.72 respectively indicating the change in technologies and business needs does affect the implementation of project management knowledge areas for IT projects. Project managers focus on the technical requirement and deliverables rather than the practices of proper project management. For the challenge Team dynamics with in the projects resulting in lack of collaboration and communication the respondent means and standard deviation score 2.5 and 0.93 indicating it has a lower impact on the implementation of project management life cycle and knowledge area process. Team development for project have different dynamics and knowledge background making it suitable for project success and effectiveness. For question IT projects require specialized skills and resources resulting in pressure on project managers to maintain project plan the mean score of 3.0 and standard deviation of 1.10 indicating the respondent could not decide whether to agree or disagree. from the interview both project managers acknowledge IT projects do need resources and technical knowhow however this can be the reason for not applying project management practices.

For the question Lack of trained and experienced project managers with appropriate project management skills the respondent mean score 3.3 and standard deviation of 0.7 indicating that lack of trained and experienced project managers both in IT technical and project management knowledge does affect the proper implementation of project management practices. From the interview both project managers didn't have a proper training in handling projects with application of project life cycle and knowledge areas. Also, the bank managements didn't give any kind of training regarding project management for its employees.

For question the complex technical nature of IT projects resulting in difficulty in defining project scope accurately and mange project risks effectively. The mean score 3.3 and standard deviation

of 0.7 indicating the complex technical nature of IT projects can be responsible for affecting the application of project management practices for IT projects.

The mean score and standard deviation 3.2 and 0.9 respectively for the question IT projects frequently require integrating different systems with different platforms resulting in poor project management practices indicating project management implementation can be challenged. From the interview replay we can understand both projects gave more concentration on the technical aspect of the integration and what software development method is being used thus the integration of different systems can be a challenge for implementation proper application of project managements practices.

For the challenges such as difficulty in stakeholder identification and engaging them throughout the IT project life cycle. A mean score and standard deviation 2.8 and 0.8 respectively. And of clear project requirement and change management plan resulting in poor project management practices. A mean score of 2.6 and standard deviation of 0.8. For The establishment of IT project department's structure causes projects to be implemented without project management practices question the respondent gave a mean sore of 2.7 and 0.9 thus indicating those challenges cannot be responsible for poor implementation of projects management practices during IT projects. From the interview response the Project Stakeholder engagement is fully depend on the Project manager capability and management and for any project there was a clear requirement and plan even if the scope of the project is changed due to different reason the project manages can handle the change. also, the establishment of IT project department's structure indicating by the mean value the respondent disagrees and gave lower impact on the proper application of project management practices. From the interview the structure of project management office with one program directorate and one manger and one principal project coordinator and project officers showing the bank crated the suitable structure for IT projects here we can say the number of project office employees is very low however the structure couldn't affect the project management practices.

For the challenges such as Project management offices lack professional project managers with project management knowledge the mean score of 3.1 and standard devotion of 0.9 indicating moderate response. Also, for the question Project team development usually based on technical knowledge rather than Project management skills the mean and standard deviation of 2.7 and 0.8 indicating that these issues cannot be a challenge for implementing project management practices.

For the challenge that the Bank management assumes IT projects are technical resulting in poor expectation of proper practices of project management. A mean score of 3.2 and standard deviation of 0.94 indicating the responder agreed on the challenge that is created by the bank's management way of thinking towards IT projects. From the interview both mangers feel the bank management focus on the end product of the project and give lower concern on the how project managements knowledge area are implemented throughout the project.

Finally, the challenge that IT projects are highly dependent on IT technical knowledge rather than project management Skills resulting in poor implementation of project management life cycles and knowledge areas. A mean score 3.4 and 0.77 standard deviation showing IT projects usually considered to be more of an IT Skills and knowledge this is true considering the project originated by IT cluster and IT technical are involved however when the Projects are implemented according to the project managements practices challenges occurs causing different problems on the success of the project. From the interview both mangers where software developers and have no project management education or training however they tried to apply project managements practices partially this lead to delay in project, proper documented project life cycle plan and poor application of project management Knowledge areas such as communications, risk, cost, stakeholders' management) showing lack of project management skills can result in poor project management practices.

CHAPTER FIVE

FINDING, CONCLUSIONS AND RECOMMENDATIONS SUMMARY

5.1 Introduction

As outlined in chapter one, the primary aim of this Research is to assess selected projects (HRIS and Thune's money transfer) project practices and project implementation challenges in the case of wegagen bank. This chapter describes the finding of the data that is collected through questioners and interviews in chapter four and try to present the findings. Based on the findings and overall exposure to the matter recommendation and final conclusions were presented.

5.2 Summary of Findings

5.2.1 Findings on project management life cycle Practice Summary

Regarding the project management life cycle practice of IT Project Management practices of the project with respect to initiation, planning, execution, monitoring/control, and closing process groups and summarized as follow:

I. Project initiation life cycle from the data collected project initiation process such as scope, time, stakeholder identification and communications management where partially applied. Both projects identified basic initial project requirement and schedule where set estimating the needed time for each activity. And project manager with required project team for both projects are assigned. However, we cannot say this stage fully and effectively applied since the process of project initiation stage practices where not achieved. Project documents such as project charter and project managements plan where not prepared and for both projects visibility study where not conducted generally the selected project tried to apply some of principles of project initiation life cycle however the not all activities where conducted.

II. Project planning life cycle includes project managements plans basic for implementation of project such as scope, time, cost, quality, communications, risk.at this stage both projects consider the application of time schedule and scope requirement identification practices of project managements. However, for cost, quality, Risk, communication management plan

where not applied effectively showing project managers focus on the aspect of project planning process which are only basic for the starting the project. And give lower concern for other activities and process of project managements planning life cycle. Here we can say some of the project planning process such as cost and procurement where not fully can be applied since both projects are internally developed and managed and required financial budget where not demanded however a document stetting the status and the detailed description of what the project demanded or not should be planned.

III. Project Execution life cycle Process which includes managing project activities and tasks to ensure progress is occurring, communications are happening, risk responses are being implemented, and stakeholders are being engaged. For both projects the team delvers the required deliverables as set by the milestones however on time reporting on the status of the project where not communicated as planned. The project execution focus on delivering the required system (HRIS and Thune's) and both project delivered the needed output however during this stage several activities where left out such as stakeholders involvement, communications with stakeholders and updating change management plan and Time and risk management and Quality management where not achieved indicating the projects are mainly focus on delivering the product rather incorporate the project management life cycle practices for better effective project implementation.

IV. Project Monitoring and Evaluation Process are activities that are done throughout the project from initial to closing state. Both projects achieved partial practices of project monitoring and evaluation such changes request are where anticipated and scope change were made when the requirement is changed for example For Thune's project the initial scope where to work on three function due to requirement change only direct account was done. We can say the project managers monitor and evaluate the projects however from stakeholders' perspective low involvement regarding project monitoring and evaluation Process where found. Also, Quality monitoring and evaluation of the product and updates on the activities regarding the monitoring and evaluation where not presented by the project managers and both project stakeholders. Thus we can say from the data collected there where partial and ineffective Project monitoring and evaluation practices.

V. Project closing life cycle process which includes confirming the completion of project deliverables to the satisfaction of the project sponsor, and to communicate final project

disposition and status to all participants and stakeholders. When the research conducted both projects has been finalized and closed however some activities under project closing phase where not performed such as preparing configuration and operational documentation and training manual where not presented and formally transfer the deliverables to the bank's concerning functional department where not fully and effectively performed. For Thune's money transfer project, the project did close on time relatively than HRIS which took over a year to finalize. Thus, we can say even if the required deliverables are achieved the project closing stage activities and practices where are not fully conduced.

5.2.2 Finding on Project managements Knowledge areas practices

1. Project integration management purpose is to ensure that activities and processes run efficiently and meet predefined goals. From the questioners and interview both projects perform activities such as assigning project managers and team members, and identification of stakeholders, scope and time schedule were developed however their where no single and cohesive project management plan that detailed each activates and tasks. Activities where not documented, monitored and evaluated thus we can say that partial project integration knowledge areas practices where applied.
2. Both projects achieved Project scope managements activities such as determining stakeholder's requirement, a detailed work breakdown with a defined scope were performed however a documented scope management statements or plan which defines, validated and control, for HRIS and Thune's the Scope were changed and applied without proper documentation.
3. Project schedule management activities are performed such as list of activities and their estimated time requirement were developed using Gant chart however project tasks where not performed as planned and changes in the time schedule where not updated and controlled.
4. Project cost management from the questioner and interview replay cost for project activities and a budget plan where not developed since both projects are developed

internally by internal staff project managers didn't see the application of project cost managements.

5. Project quality management plan for both projects where not developed such as quality standards and continues Quality evaluation where not performed and each activities result are not checked against any quality requirement. Furthermore, the stakeholders didn't demand quality assurance. Thus, both project managers where focus on the deliverables of the product rather setting the project quality management practices.
6. Project resource management activities such as on time identification of the needed resource and acquiring it and manage and control of the required resources where partially performed. Since the project needed human resource with different skills set and IT knowledge both mangers can be said achieved the process. However, there were no project resource management plan documentation that describes the resource purpose and their contribution to the project. Both project managers decided to include human resource from different functional area of the bank that is suitable for the project.
7. Project communication managements plan which includes determining the methods of communication and what type of communication to disseminating information both projects didn't have any communication management plan which describe the detailed information communication method with the appropriate stakeholders and way of collecting information where not clearly setup. Each project uses verbal and skype for communication however information regarding both projects where not made available.
8. Project risk management plan for both projects where not defined and labeled with risk register and there was no risk response plan if the project face problems from any part of the project life cycle. Throughout the project there are multiple project risk where happened however there were no documentation developed further more risks where not monitored and controlled.
9. Project procurement management plan was not developed for both projects. Contract with the stakeholders where initially signed for Thune's between Thune's and the bank project however for HRIS there was no formal signed documentation. From the interview replays we can say both managers didn't see the requirement of the project procurement plan in any form

10. Project stakeholders management plan was not formulated however both mangers identified the appropriate project stakeholders for both projects and there where partial stakeholders engagement and the communication was not effective furthermore the project status where not fully disclosed for the defined stakeholders thus due to proper project stakeholder management plan was not developed and controlled both project faced several issues which ender the practices of formal project stakeholders management practices.

5.2.3 IT Project management practices Challenges Findings Summary

IT project have multiple challenges faced without a formal project management life cycle and knowledge areas are applied. Projects with the proper project management practices will benefit and result in a successful implementation of projects. We have identified 15 questioners that are challenges for IT projects to be implemented with the formal and effective project management process and practices. Both projects sample where asked those questions and agreed on some of the challenges such as lack of formal project management can result in poor implementation of project management knowledge areas such as scope, risk, quality, and cost as been shown in this selected project. Formal project planning includes each life cycle and each knowledge areas should be developed and followed for every project process and activities this project management principles will guaranty an effective and successful project.

Due to rapidly evolving technologies and change in business requirement does affect the process of proper implementation of project management practices on IT projects by diverting the Attention of IT project managers and tames members to the technical aspect of the project. The bank integrates new technological projects frequently since the demand for digitalized banking evolved recently. For each project different information technology systems development where demanded.in other hand lack of organotin management commitment for adapting project management practices for IT projects is one of the challenges for IT projects to be implemented without or partially with project management knowledge area process. From the response of the questioners and the interview we can understand the stakeholder didn’t concern with how each project management process were conducted rather on the output product of the projects. Thus, the stakeholders give lower commitment for adapting project management practices leading to poor application of project management practices.

The complex nature of IT projects are also another challenges for IT projects to be implemented with formal project management practices. The skills and the knowledge gap for new technologies can lead to poor definition of scope, risk, quality and other process of project management practices. Also, the integration of different software and hardware platforms for IT projects can cause the project focus to be divided to the activities of managing these platforms and poor assumption of the project management plan. Also, the knowledge gap created by different platforms can lead to lower concern for project management practices.

Project management office lack educational and training background of project management process can lead to poor management and the knowledge gap can lead IT project managers to shift their attention to the technical aspect of the project and deliverables. This project manager's need on time project management training educated personals for effective implementation of IT projects with formal project management practices.

Finally based on the mean and standard deviation score the respondents agreed on the challenges such as the bank management assumes IT projects are technical in nature and demand on formal project management practices where lower for example only the project output deliverables were asked by the bank management rather than the procedure and status of project management activities on each knowledge areas resulting in poor IT project management practices. Also, the fact that IT project are highly dependent on IT technical knowledge such as soft where engineering development rather than project management skills thus IT projects mangers and stakeholders' expectation incline towards the project deliverables not the activities on project management practices. Both project managers where from IT background with low exposure on project management practices and highly exposed to technical experience.

The mean score shows the following challenges does not affect the implementation of IT projects with the principles of project management such as dynamics of team members of project and different background which lead to poor communication and collaboration rather it's a key aspect of a project team for successful project completion however it should be controlled and managed properly. In other hand the challenge that IT projects require specialized skills and resources resulting in pressure on project managers to maintain project plan is not fully supported by the respondent and a mean score 3.0 showing a moderate response. From the interview both mangers responded the fact that IT technical knowledge and skills are necessary for the implementation of

project however specialized skills and resource were not mandatory. Also Difficulty in Stakeholder identification and engaging them throughout the IT project life cycle and Lack of clear project requirement and change management plan resulting in poor project management practices both challenges have a mean score of 2.4 and 2.6 indicating it has lower effect on the selected IT projects both projects have the appropriate stakeholders however there where some issues such as engaging and controlling stakeholders but this was not the main challenge that IT projects couldn't apply the project management practices. And also Lack of clear project requirement and change management plan didn't affect the implementation of project management practices in fact both projects have achieved the identifying the project requirement and changes where somehow applied and updated though out the project. The establishment of IT project department's structure causes projects to be implemented without project management practices for the mean score of 2.7 this was not considered by the respondent since the Bank acknowledged the need for project management office and structured it accordingly with in a department level. Finally, the challenge that Project team development usually based on technical knowledge rather than Project management skills is also didn't considered to be a factor that affect the application of project management life cycle and knowledge areas on IT projects of Course team development usually consists of deferent function IT departments and also have business team member.

5.3 Conclusion

The purpose of this research is to assess the project management life cycle and each knowledge areas that are applied on the selected IT projects (HRIS and Thunes) and the challenges that affected the process and activities of implementing the project management practices in IT project management office of the case of wegagen bank the study collected response from Questioners and interview which shows partial application of project management practices where conducted in each project life cycle however the research findings indicate not all project management process where applied the selected projects use project management processes such as Scope, Time, requirement identification aspect of project management principles the rest of the activities where not seen as unimportant and irrelevant thus project managers apply the most important aspect of project management practices thus creating illusion that those project where conducted according to the project management principles this lead to delay in project delivery, compromises Quality product, poor monitoring and controlling and reporting up to date information to

stakeholders also proper project management plan was not prepared as the result of implementing IT projects with a technical mind set and as long as the deliverables are achieved the steps and process of project management practices are ignored leading to ineffective projects. The study recommended IT project office to be more involved in the process of project management life cycle practices and their process as they are in the technical aspect and separation of IT technical mangers and project managers or a manger with knowledge experience, and trained in project management area as well as the technical background. Also, the stakeholders which are involved in both projects should be more involved in requesting project management process such as formal scope, time, Quality, communication, integration, risk, and all the process of a project life cycle management plan and their activities status not only the project deliverables for a successful implementation of IT projects.

5.4 Recommendations

The effective application of Project management practices on information technology projects will granite success of projects that are strategically integrated to the business need of any organization especially financial sectors. Today's financial world depend on IT projects to be competitive and to be chosen as primary get go for customers. In order to fulfill this need organization must focus on the way IT projects are handled through project management offices and project managers. Organization must recognize the need for a well-established project management office with educated and trained project managers and project coordinators. Of course, we can't say the human resource under PMO are all need only to have IT technical background or only project management knowledge practices. However, both fields of study will be beneficial for implementing IT projects. The assumption that IT knowledge background mangers can successfully apply project management practices must be avoided from the mind of IT project stakeholders as can be found this study this will lead to partial and incomplete application of project management practices. Since PMO uses project management principles as their guide to implement projects these principles must be applied from the project initiation stage to the closing stage with in these stages there are project management knowledge areas that must be applied in order to have a and effective projects.

PMO must ensure all activities and process of project management practices are applied for each IT projects not only the deliverables of project but also the process and activities that are inputs to

the final output must be given grate consideration by PMO and Project stakeholders. Project management offices should have experience and trained staffs and project managers must assign or delegate technical project managers and develop project team members with appropriate knowledge background this will give the project manager to control and apply the project management practices. Project stakeholders need to demand and question the process of each IT projects not only the end product. Each project management activities must be communicated and reported to the stakeholders also the organization management must give attention for project management offices since almost all IT projects are handed led by this office. The amount of IT projects that are implemented trough PMO's have been increased in recent years this can be overwhelming for project manager to overcome this issue project managers should use project management software's tools. These tools allow to manage project team more effectively because Project managers and stakeholders can always be aware of what's happening around them. The most important thing is that it's going to make your team more efficient. The more your team knows about the projects and tasks they're working on, the more they can get done. Some of the tools includes Instigate, Team Gantt, Asana, click up, Wrike, Smart sheet, Trello, Monday, Proof Hab, Teamwork…such project management tools are very help full for

Project managers especially on IT projects for managing project activities and process of each project management life cycle and its knowledge areas thus preventing partial application of project management practices and formal project documentation and up to date report on the status of the project can be easily found for all project stakeholders.IT projects mangers need to have training on such project management tools thus organization need to assign training budget for training and experienced man power. PMO should have manual or digital project data base with detailed information on each finalized projects so as information can be easily acquired for any one since project managers frequently change their post trough promotion or Termination. Also, IT auditors need to have a check list on the implementation project management practices on IT related projects so as to ensure the projects are as to the standards and effectively conducted with the business strategy of the organization.

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Annexed I
Questionnaire

St. Mary's University School of graduate studies

Department of Project Management

A survey questionnaire on "Assessing Project Implementation Practices and Challenges: Case Study of on selected IT Related Projects at Wegagen Bank S.C"

Dear Sir/Madam

This survey is conducted as a partial fulfillment of the award of Masters of Project Management at St. Mary's University. Under the supervision and advice of Dejene Mamo (PhD).The general purpose of the study is to assess the Project Implementation Practices and Challenges on selected IT Related Projects at Wegagen Bank S.C. I kindly request your participation in this survey by filling up this questionnaire. Your kind cooperation will help me to find reliable data and will be used only for this study. So, please try to answer all stated questions. Please mark your response with "√".I would also like to inform you that any of your responses will be maintained confidential. If you have any question, please contact me through Email Abeslom.derege@gmail.com and Tel. No. 0913002747.

Abeslom Derege

Thank you very much in advance for your cooperation!

Annexed II

Part I: Respondent profile

Direction:

✓ Put "X" mark on your choice

✓ If the alternative given does not satisfy your choice, you can write your answer in space provided for the option

1. Gender:

1. Male [ ] 2. Female [ ]

2. Age Group:

1. Below 30 [ ] 2. 30-40 [ ] 3. 40-50 [ ] 4. Above 50 [ ]

3. Job Category:

1. Project Coordinator [ ] 2. Project manager [ ]

3. Project Member [ ] 4. Support Staff [ ] 5.Others _____

4. Educational status

1. Diploma/TVT [ ] 2. BA/BSc [ ] 3. MA/MSc [ ] 4. Others _____

5. Work Experience

A. 0-5 years [ ] B. 6-10 years [ ]

C. 11-15 years [ ] D. More than 15 years [ ]

Annexed III

Part II: Project Management Life Cycle Process group

Direction: Based on your experience in Wegagen Bank IT related Projects, such as HRIS, Thunes Money transfer integration and Others kindly read the following statements and reply by marking on the appropriate box which best suits your view in practicing project management life cycles and knowledge areas.

Questions	Please tick(√)on your choice box	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	I. Project Initiation Process Group					
Q1	Initial Scope(Time, Budget and Quality)are developed					
Q2	Basic Requirements are identified					
Q3	Experienced Project Manager where Assigned					
Q4	Feasibility Study was conducted					
Q5	Business case and Banks Strategy where identified					
	II. Project Planning Process					
Q1	Project Time Management Plan is prepared					
Q2	Project Cost Management Plan is prepared					
Q3	Project Quality Management Plan is prepared					
Q4	Project Communication Management Plan is prepared					
Q5	Project Risk management Plan is prepared.					
Q6	Scope Management Plan is prepared					
	III. Project Execution Process Group					
Q1	The development team brings the deliverables as stated in the requirement plan					
Q2	Deliverables are presented based on their Milestones					
Q3	The development team delivered the status report as planned					
Q4	The deliverables are aligned to Strategy of the bank					
	IV. Project Monitoring and Evaluation Process Group					
Q1	Change Requests are reviewed approved.					
Q2	Completed project deliverables acceptance is formalized					
Q3	Project Scope is monitored/ updated and changes to scope baselines are managed.					
Q4	Project Progress is monitored/ updated and changes to schedule baselines are managed.					
Q5	Quality activities are monitored and results are recorded to assess performance and to recommend Necessary changes.					
	IIV. Project Closing Process Groups Practice					

Q1	Training Manual both for technical and operational were properly prepared					
Q2	formally transfer of all project deliverables to the client where performed					
Q3	Confirmation and agreement on the project completion for the project deliverables where performed.					

Part III: Project Knowledge areas Process group

Questions	Please tick(√)on your choice box	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	I. Project Integration Management					
Q1	Project Manager was assigned early in the project					
Q2	There were efficient change managements					
Q3	Single and cohesive project management plan was developed					
Q4	Project was closed with in pre-scheduled time					
Q5	Proper monitoring and reporting scheme were placed and practiced					
	II. Project Scope Management					
Q1	Requirements of the stakeholder's need was determined and documented					
Q2	Project scope statement that details project scope, boundaries, acceptance criteria and project exclusions were defined.					
Q3	Work Breakdown (scope baseline)was created					
Q4	A plan that detail how the project scope will be defined, validated, and controlled was					
Q5	Scope validation (by the customer or the user)were done for each deliverable					
	III. Project Schedule Management					
Q1	List of activities to be executed were defined					
Q2	Activities were sequenced					
Q3	Time required for each of activities were estimated					
Q4	Schedule management plan was developed					
Q5	Changes to the project schedule was controlled					
	IV. Project Cost Management					
Q1	Cost estimate in-line with agreed scope were made					
Q2	A budget, which is used as cost baseline, was determined					
Q3	A cost management plan that detail how the project budget is estimated and controlled was					

Q4	Change in project budget was controlled					
	V. Project Quality Management					
Q1	Quality standards of the project were identified					
Q2	Quality standards of the project were reviewed					
Q3	Project performance were evaluated on regular basis					
Q4	Results were monitored to check if they comply with the quality standards identified					
	VI. Project Resource Management					
Q1	Resources for each activity was estimated					
Q2	Acquiring project resources were made on time					
Q3	Project team was developed					
Q4	Project team was managed and controlled					
	VII. Project Communication Management					
Q1	The information and communication needed for the project were determined					
Q2	Making the required information available to project stakeholders were made on time					
Q3	Collecting and disseminating performance information were made on time					
Q4	Communication between stakeholders were controlled					
	VIII. Project Risk Management					
Q1	Risks were identified and labeled in risk register					
Q2	For the identified risks response tactics were developed					
Q3	The identified risks were monitored and controlled					
Q4	Proactive risk responses were made					
	IX. Project Procurement Management					
Q1	Procurement Management plan was defined					
Q2	Appropriate quotations, bid, offers or proposal were obtained					
Q3	Potential sources were identified					
Q4	Procurements were conducted as planned					
Q5	Contract was completed and settled properly					
	X. Project Stakeholders Management					
Q1	Stakeholders in the project were identified					
Q2	Stakeholders engagement were planned					
Q3	The communication between project stakeholders were effective					
Q4	Stakeholders' engagement was controlled					
Q5	Project progress was reviewed frequently with the customer					

Annexed IV

Part IV

Direction: IT related project implementation with Project Management Practices challenges are pin pointed and kindly rank each of the challenges based on your experience in Wegagen bank IT Projects.

Questions	Please tick (√) on your choice box	Least	Lower	Moderate	Higher	Extremely
	Wegagen Bank IT Project Implementation challenges					
Q1	Lack of Planning which results in poor clarity around project goals, requirement, timelines, and budgets.					
Q2	Changing requirements driven by rapidly-evolving technologies and changing business needs resulting in poor control and monitoring over project scope and timeline.					
Q3	Team dynamics with in the projects resulting in lack of collaboration and communication.					
Q4	IT projects require specialized skills and resources resulting in pressure on project managers to maintain project plan.					
Q5	Lack of trained and experienced project managers with appropriate project management skills.					
Q6	Lack of Organization commitment for adapting project management practices for IT related projects.					
Q7	The complex technical nature of IT projects resulting in difficulty in defining project scope accurately and mange project risks effectively.					

Q8	IT projects frequently require integrating different systems with different platforms resulting in poor project management practices.					
Q9	Difficulty in Stakeholder identification and engaging them throughout the IT project life cycle.					
Q10	Lack of clear project requirement and change management plan resulting in poor project management practices.					
Q11	The establishment of IT project department's structure causes projects to be implemented without project management practices.					
Q12	Project management offices lack professional project managers with project management knowledge.					
Q13	Project team development usually based on technical knowledge rather than Project management skills.					
Q14	The Bank management assumes IT projects are technical resulting in poor expectation of proper practices of project management.					
Q15	IT projects are highly dependent on IT technical knowledge rather than project management Skills resulting in poor implementation of project management life cycles and knowledge areas.					

Annexed IIV

INTERVIEW QUESTIOS FOR PROJECT MANAGES AND PROJECT STACKHOLDERS

1. How do you describe the project management generally?
2. What are the IT project's major milestones, and deliverables?
3. How project status reporting information will be used to monitor and control the project, and what are corrective actions identified as part of the reporting process?
4. What are the final approval processes for each project deliverable?
5. What is your communication style with your team and challenges?
6. How do you track the project? Have you used a project management tracking software?
7. What do you think are the main challenges affecting your project management practice?
8. To what extent these challenges affect your project management practice?
9. How management controls over the project affect this project management?
10. What are the overall quality objectives established for the project? And how do you control quality?
11. Describe areas in your current project where there is a high level of uncertainty. How do you tackle these uncertainties?
12. How do you control requirement changes to your project?
13. Do think IT related Projects are different from other sectors projects and it needs different approach?
14. Do you think IT Projects are influenced or biased by the technical side of perception?
15. What are the basic Project Implementation practices and Knowledge areas that is applicable to IT Projects?
16. How does project management offices help IT projects on applying project management practices.