PRACTICE OF EFFECTIVE RESOURCE BUDGETING AS A TOOL FOR PROJECT MANAGEMENT in Asku Plc

(A CASE STUDY OF ASKU PLC [AQUADDIS WATER BOTTLING COMPANY])

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MAY, 2019G.C

ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY COLLEGE, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ART IN PROJECT MANAGEMENT (PM CONCENTRATION)

MAY, 2019G.C

ADDIS ABABA, ETHIOPIA

ST.MARY'S UNIVERSITY COLLEGE

SCHOOL OF GRADUATE STUDIES

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ACKNOWLEDGEMENTS

First and foremost I thank God for having created me and granted me wisdom and friends combination that has sailed me throughout this Master course despite a multiplicity of Challenges. The success of this research paper would hardly have been achieved without the help and guidance from individuals Staff of ASKU Plc, the respondents of our questionnaires and their respective organizations deserve special thanks for granting access to the required information for this work.

I wish to express my sincere gratitude to My Advisor Dejene **Mamo(Ass. Prof)** for his patience, understanding and guidance which have helped to carry this research in the rightful way and meet the deadlines, Professional guidance and continuous encouragement, mentoring and support which has enabled me to carry out this research up to this rightful conclusion.

I cordially thank lecturers, it has been a great time and a worthwhile experience with you all and management who provided me with theoretical and practical knowledge during my stay at Saint Marry University.

I would like to extend my thanks to my classmates for supporting me to accomplish my studies; discussion group members please special thanks for the team spirit and encouragement.

Finally, I am greatly indebted to my family and dearest wife, Mahilet Girma who unselfishly provided me with support and encouraged me in every way possible. To you all I wish blessings from God.

Sincerely,

Wondemeagegn Mamo

ABSTRACT

Analysis of the completed projects show that a significant number of projects exceed the planned time and costs and consequently reducing the benefits. Among many causes of project failure, it is widely recognized/ identified/that poor planning has an impact on project performance/success/. The main objective of the research presented in this paper was to assess the role of project planning on project performance in Asku Plc ,in Ethiopia. In addition the research explores that there is a significant relationship between effective resource budgeting and project management and Effective resource budgeting is used us a tool for project management;

In order to achieve the objectives, information of past/executed/ project was collected from ASKU Plc . A questionnaire survey conducted to collect data from the respondents that consisted of project manager, Operation Manager, Planning Manager, supervisors, and other staff who has a direct engagement on the Planning activities.. The study used SPSS version 24,correlation and other measure of central tendency is used to identify the importance of planning process/activities under each planning knowledge areas. The findings of the thesis indicate that the main planning input factors that affect the performance of planning processes are: - human, management, technical and organizational factors. And also the finding identifies the main problem areas in planning processes as risk, scope, quality human resource, and integration knowledge areas were inadequately/poorly/ performed in the studied project. This paper recommends an organization that conducts any project should improve the poor/inadequate planning performance of the identified knowledge areas. It is also important for the organization to spend more efforts in the identified planning activities to improve the performance of their project outcome.

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ACRONYMS

ERB	Effective Resource Budgeting
HF	Human factors
MF	Management factors
PM	Project management
PMBOK	Project management body of knowledge
PP	Project planning
CPM	Critical Path Method
TF	Technical factors
PIF	planning input factors
PPKA	project planning knowledge area
PO	project outcomes
WBS	work breakdown structure
PERT	Program evaluation and review technique

1. Introduction

1.1. Background of the study

Budgets are known to have an important role to transmit the expectation of top management to lower levels. According to (KIABEL, 2010) budgets are used to communicate top management's expectations to managers and employees. According to (Lucey, 2003), it is a quantitative expression of plan of action prepared in advance of the period to which it relates, expressed in money terms approved prior to the period.

(KIABEL, 2010) stated that, project management must make hard decision about the company's future if project successes are to be expected. The best way to prepare for changing conditions is to provide frame works that contain a specific, but sufficiently flexible plan to accommodate unanticipated changes and the entire process of providing this frame work is known as budgeting.

Budgeting also helps management in planning, coordinating and controlling operations. If management will consider the most important one, it must create an environment accessible to a fully implemented budget program; this made us to understand that most attempts on budgeting even small ones will prove helpful. Effective resource budgeting affects the success of the projects. Elements of the resource budgeting include estimating the cost of the operations in the project, coordination among the organs involved in the project, effective communication, motivation of the employees, controlling the activities of the projects, and evaluating the budget utilization (KIABEL, 2010)

(Lucey, 2003)further urges that performance is influenced by many factors which includes planning and coordination, clarification of authority and responsibility, effective communication both internal and external, control of resources available, both human and non-human and motivation of both the lower and middle management. If the actual numbers delivered through the financial year turn to be close to the budget, this actually demonstrates that the organization's management understand its business and has been successfully driving it in the direction they had planned.

According to (Lucey, 2003) if the actual results diverge wide from the budget, this sends out an out of control signal. For this reason, budget based control means manager's evaluation according to budgetary goals.

Budgeting benefits and its possible negative effects on attitudes and behaviors of managers on performance are still among the subjects of strategic management control systems that are being researched presently nearly all large businesses reforecast their forecast their activities, as months pass, the actual income achieved and expenses incurred can be compared to the budget and forecast. The development and execution of fiscal action plan, is a major project resource allocation process, reflecting the image of the stakeholder in terms of social value and priorities. This is the process of allocating resource to meet demand. That process should tie the past, present and the future in orderly and ordered way.

Increasing competition is continually pushing businesses towards more efficient processes, and slimmer margins. Highly capitalized industries have to ensure that their resources are used most effectively. Yet at the same time, businesses must adjust to rapidly changing customer requirements and supply chain conditions. The key to achieving operational excellence, therefore, is in the effective and flexible management of resources, and this means optimizing and scheduling people, processes, vehicles, equipment, and materials so that utilization is maximized while business goals are met.

Rowden (1995) define resources management as the process of using a company's resources in the most efficient way possible. These resources can include tangible resources such as goods and equipment, financial resources, and labor resources such as employees. Resource management can include ideas such as making sure one has enough physical resources for one's business, but not an overabundance so that products won't get used, or making sure that people are assigned to tasks that will keep them busy and not have too much downtime.

One of the major constraints to organizational development is lack of adequate and effective managed human resources. It was not surprising therefore when the third national Development Plan of the Osuji 1975 – 1981 as aptly documented by Zahradeen (1980) echoed that successful implementation of a development plan either at organizational level,

or national Level depends not only on the availability of financial and other capital input, but more importantly on the adequacy of well trained, and managed human resource in various occupation.

Ugbana (1986), most of the organizations both public and private are beginning to realize the significance of material management. In most organizational balance sheet, it would be seen that the materials carries the lion share of the total expenditure representing about seventy percent (70%) of the organizational resources while cash represent twenty percent (20%) and other forms of the organizational expenses carried ten (10%). But amazingly it is found that most organizations takes good care of cash by providing it with high security than materials irrespective of its highest share of organizational resources.

This should not be so; materials which have the lion share of the organizational resources should be provided with adequate security and should be managed properly by competent and efficient personnel (Ammer 1996). At the wake of 20th century many organizations had recognized the role of materials and most material activities were carried out by autonomous department such as purchasing, warehousing, stock control, and distribution which at the same time was creating problems.

As development proceeds and the structure and organization of the economy become increasingly complex, the failure of financial management assures increased complexity. As many factors have been identified it will enable the researcher to ask how and why these causes have surfaced. What are the conditions for proper financial management?

It is against this background that the researcher investigates the role of resources management on organizational development.

1.2. Statement of the Problem

(Harrington, (2006))argue that resource budgeting should get attention from project managers should pay a great deal of attention because it is one of the most common reasons for project success. The prime focus for the project manager should be on resource budgeting. Many projects fail due to poor resource budgeting and its management.

(KIABEL, 2010, pp. 41-80)) identified that effective resource budgeting significantly affects the project success both in the dimension of time and cost. The study recommends project managers to focus on the resource budgeting. The successful project manager is that understands importance of resource budgeting that is essential to deliver projects on time and cost. But Baca (2015), states that effect of resource budgeting is insignificance in affecting the success of the projects and suggests the managers no to worry about the resource budgeting. Similarly, according to Mochal (2014) resource budgeting cannot be used as a management tool because it has no effect on project success. These indicate that effect of the resource budgeting on project success is inconclusive suggesting further study in this area.

Studies conducted in this area such as Mochal (2014), Kiabel, (2010), and Baca (2015), mainly focused on the planning aspects. But other aspects of the effective resource budgeting depend on communication in the project, coordination of the project activities, evaluation the budget utilization, and motivation of the employees involved in the projects.

The challenge in most organizations has posed a threat on the realization of its development and the achievement of its set objectives. This is as a result of fundamental issues of inadequate and improper acquisition, utilization and maintenance of resource.

The underutilization of Resources in ASKU plc has seriously led the organization into a mess because resource is not properly managed. Mismanagement is another serious problem facing our organization today and has reduced it to nothing as people are no longer kin with their work nor ready to own up to vital Resources in the organization.

Both public and private organizations are usually faced with problems of managing their material resources effectively starting from the point of procurement to stores, issuance to user departments and finally the finished goods. These material resources are scarce and should be utilized properly for proper assimilation.

The factors that contributed or that are responsible for the failure of different companies have different problems. Financial resource management is neglected and has made most organizations to lose a substantial part of their fund through these enterprises because of Fraudulent act, Indiscriminate financing, Poor management, Lack of zealousness and experienced personnel and Inability to utilized its financial potentials etc.

The poor quality and low quantity of product have revealed that the quality of Human and material resource put in place in organizations are not up to expectations and has thereby reduced the company productivity.

1.3. Significance of the Study

The significance of the study brings out the need for an organization to constantly develop means of budgeting resources for organizational development.

The importance aspect of the study includes the following:

It will assist managers to know the need for human resource training and development and ensure that the right numbers of skilled/trained manpower are available for employment at the right time for all levels in the organization.

The study, will contribution positively at the rate at which, how resource can be effectively utilized and how it can bring about high productivity in the organization.

Students aspiring to be a material executive in the future see this study as an opportunity to fully investigate into the field of human, material and financial resource management to see the challenges therein.

g. It also hopes that the study will assist future researchers of resources management and how it can leads to organizational development.

Finally, the researcher believes that this study will contribute for further studies in the area of the study.

1.4. Research questions;

1. Is there a significant relationship between Practice of effective resource budgeting and project management in case of ASKU plc?

2. Does effective resource budgeting serve as a tool for project management?

1.5. Objective of the Study

1. To determine if there is a significant relationship between effective resource budgeting and project management in case of Asku plc.

2. To ascertain if effective resource budgeting is a tool for project management.

1.7. Limitations of the study

The study was limited by two major factors; financial constraint and time. Insufficient fund and time tends to impede the efficiency of the researcher in sourcing for the relevant materials. Inaccessibility to the management of ASKU Plc was also a challenge in the process of data collection.

1.8. Scope of the study

The study focuses on effective resource budgeting as a tool for project management scoped to Aquaddis water bottling company (ASKU plc) as a case study.

Geographically it is scoped to Burayu,Addis Ababa and Methodologically to collect the study data, scoped to using structured questionnaire and using Focus group discussion with the key informant and Having a direct involvement on the subject Matters.

1.9. Organization of the study

The study will have five chapters. The first chapter was about the introduction of the study that includes background of the study, statement of the problem, research questions, objectives of the study, scope of the study and significance of the study; the second chapter was about literatures reviews which include theoretical literature, empirical literatures and conceptual frame work; the third chapter discusses about methodology of the study which includes description about study area, research design, data source and collection method, sampling techniques and sample size determination, method of data analysis, reliability

and validity analysis, and ethical consideration; the fourth chapter presents result and discussion; and the last chapter, fifth chapter is about conclusion and recommendation.

2.0. Definition of terms

Effectiveness: This refers to the degree to which something is successful in producing a desired result.

Resource: This is something that a country or an organization has and can use to increase its wealth.

Budgeting: This is an estimate, often itemized, of expected income and expense for a given period in the future.

Project Management: This is the application of processes, methods, knowledge, skills and experience to achieve the project objectives.

CHAPTER TWO

2.0. LITERATURE REVIEW

This chapter gives an insight into various studies conducted by outstanding researchers, as well as explained terminologies with regards to effective resource budgeting as a tool for project management.

The chapter also gives a resume of the history and present status of the problem delineated by a concise review of previous studies into closely related problems.

2.1. THEORETICAL FRAMEWORK

Increasingly these days, organizations are project based, meaning that the work they do is split into programs of projects designed to deliver the organization's strategies and add value. Good management of these projects is essential if the organization is going to succeed. Equally important to individual project success is ensuring that the right projects are carried out. (Jugdev K, 2005)in their article mentioned that in order to define what success means in a project context is like gaining consensus from a group of people on the definition of "good art." Generally, the views on project success have evolved over the years from simple definitions that were limited to the implementation phase of the project life cycle to definitions that reflect an appreciation of success over the entire project and product life cycle (Jugdev K, 2005).

Organizations have varying levels of expertise in the project management function. Many of these organizations realize that to be successful, a better approach to project management is necessary. Project Management Maturity Matrix can help organizations improve the maturity of their project management processes, in terms of an evolutionary path from ad-hoc, disorganized processes to mature, disciplined project management processes (Kuen, 2009) As they pointed out, the matrix describes four levels of maturity in project management: at the first level, projects are often delivered through the personal heroics and effort of the project manager and his/her team. They tend to be delivered in spite of the organization rather than because of it. At the second level, anybody can deliver here not just heroes, because there is an agreed methodology to be followed that helps repeat earlier successes from similar projects. Courses and training can help at this level.

Thirdly, this is not only about delivering projects but also realizing benefits. This involves knowing what benefits are expected and when the project has delivered them. The concern at the fourth and final level is whether implementers are doing the right projects and how via those projects we can deliver the business strategy and add value.

(Ammeter, 2002)observed that the process of project implementation, involving the successful development and introduction of projects in the organization, presents an ongoing challenge for managers. (Jiang, 2002)added that the project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables. As a result, the organizational project manager is faced with a difficult job characterized by role overload, frenetic activity, fragmentation, and superficiality. (Nwachukwu, 2010) pointed out that often, the typical project manager has responsibility for successful project outcomes without sufficient power, budget, or people to handle all of the elements essential for project success.

According to Nwachukwu, Ibeawuchi and Okoli (2010), projects are often initiated in the context of a turbulent, unpredictable, and dynamic environment. Consequently, the project manager would be well served by more information about those specific factors critical to project success. The project manager requires the necessary tools to help him or her focus attention on important areas and set differential priorities across different project elements. If it can be demonstrated that a set of factors under the project manager's control can have a significant impact on project implementation success, the project manager was better able to effectively deal with the many demands created by his job, channeling his energy more efficiently in attempting to successfully implement the project under development.

2.2 Project Management

According to Mpofu (2010), a project is a temporary endeavour undertaken to create a unique product or service or result. According to him, this takes place within stipulated time frames with a start and an end date as stipulated in the Project Management Body of Knowledge (PMBOK Guide, 2004, p. 5). The project management process involves having a plan, which is then executed accordingly, in order to meet the objectives of the project.

Mpofu (2010) posits that project management has nine knowledge areas that have a relationship that is defined by one of its areas, called integration (coordinating of processes and activities in other knowledge areas), the other eight being scope, time, cost, quality, risk, human resources, and procurement management. These areas do not function in isolation, but require an understanding of systems thinking from the leadership at both top and project level for project execution to be realized.

Project management as a concept is an application of knowledge, skills, tools, and techniques to project activities to meet project requirements. As Cowie (2003, p. 256) quoted by Mpofu (2010) argues: "Essentially project management allows the right people, with the right skills to come together at the right time to solve issues." The question is how many of the right people there are in parastatals in view of the appointment of the team members and the selection of the project managers. It should be understood that the process to get the right people is set by leadership as dictated by the parastatal equity employment targets. Project management is executed through processes, namely, initiating, planning, execution, controlling, and closing, of which every task is managed following the five processes.

From a global perspective, Kerzner (2003) has described a successful project with seven characteristics as 'critical success factors' (CSFs); within the planned time, within the predicted budget, aligned with expected performance and specification level, accepted by the client, minimum or mutually agreed on scope alterations, minimum disturbance of the main stream of work flow in the host organization, and finally the least effect on the corporate culture. The first four notations are those that have been norm during the last twenty years.

Kerzner (2003) discusses that in modern project management, it is almost impossible to see that a project is finished without any alteration in its initial scope which in turn might diminish the morale of the work or eventually even bring the project to a total halt. It is advisable to keep the level of change for project scope to its minimum and those really needed to be taken into account should be in complete consensus of both project manager and client. Possible disruptions occurring in the everyday's work flow in the host organization because of the ongoing project is the other issue. By mistake, many project managers might think of the project as a stand-alone entity happening in an organization which is not always possible. A viable project should be managed within the guidelines, policies, procedures, rules and directives of the host organization. Successful project notation and excellence in project management in an organization is only and only achieved through a continuous stream of managed projects, which requires strong and visible corporate commitment to project management concept.

On the other hand, from project users' perspective, where 'meeting user requirements' and 'staying in the planned budget' are recognized as criteria for both success and failure, they specifically identify their own 'happiness' as a success criterion and 'achieving project purpose' as a failure criterion. These results will bring out two main conclusions; firstly, the criteria for project success must be agreed on by all the engaged parties far before the actual project gets started and it should get reviewed constantly as the project goes ahead. Since most of the success criteria are subjective issues, they are strongly prone to change. Secondly, there is the question of defining 'good quality'. The image of quality should be clearly depicted in the mind of all main stakeholders at the very beginning of the project.

According to Prabhakar, (2005), successful project implementation entails various stages arranging from brainstorming, project start, diagnosis, planning, formal start and

implementation has been known as one of the requisites of a successful projects. He emphasized that in order to successfully conduct a project, the project team should be in total control of the implementation and the project itself must have implications to the client that are well comprehended.

Besides using critical success factors (CSF), Kerzner (2003) believes that Key Performance Indicators (KPI) measuring the quality of the process used to achieve the end results, could be utilized to gauge the success of the project as well. KPIs are internal measures or metrics that can be looked over on a periodic basis across the life cycle of the project. Most prominent KPIs inform the project manager with the degrees of proper project management methodology usage, establishment of the control processes, usage of interim metrics, quality of resources assigned versus planned for, and finally client involvement.

Horine (2005) from an idealistic perspective summarizes a comprehensive score of qualities and traits common among those most successful projects. He believed that although no two projects are completely identical and each has its own set of unique challenges, there exists always a shared core of principles lying at the heart of any project success. A successful project should: be aligned with organizational objectives; have effective top-management support; have effective and competent leadership; address all key stakeholders' agreement on the purpose, goals, and scope of the project; address all key stakeholders' shared common vision on the project results; address all key stakeholders' shared realistic expectations for the project results; have results that meet the expectations of the key stakeholders; be able to manage and validate stakeholders' expectations constantly all the way to the end; make an investment in proper planning; have clearly defined and agreed upon scope, approach, and deliverables during planning; communicate clearly each stakeholder's and team member's role(s) and responsibilities;

place a high priority on accurate and complete work effort estimates; develop and agree upon a realistic schedule; make the project team to have a strong results-focus and customer-orientation; provide consistent, effective, and focused on 'understanding' project communications; measure project progress consistently from the current baseline; pursue aggressively project issues and subsequent action items; foster a strong sense of collaboration and teamwork; closely manage expectations and changes surrounding scope, quality, schedule, and cost; provide skilled project resources when needed; identify proactively risk and determine mitigation strategies to reduce project exposure and anticipate and overcome obstacles to ensure the project meets objectives.

Simplistically, the success of a project would be meeting the client's expectations within the limitations of time, cost and quality. This is considered a very crude standpoint because it would standardize the success as a 'point' on the time, cost and quality/performance scales which is basically unrealistic especially when dealing with accomplishing today's highly innovative and dynamic projects. With keeping in mind the necessity of lots of compromises and changes in scope during the accomplishment of a project, Kerzner (2003) claims that the success singular 'point' in terms of time, cost and quality would convert into a 'cube' containing that 'point' of success. More often, clients and even internal project sponsors target performance goals which are in essence totally unreasonable, though assume that only reaching 80 to 90 percent of them would be regarded as success.

2.3 **Empirical Literature Review**

It has been pointed out that the criteria for project success must be agreed on by all the engaged parties far before the actual project gets started and it should get reviewed constantly as the project goes ahead. In modern project management, it is almost impossible to see that a project is finished without any alteration in its initial scope which

in turn might diminish the morale of the work or eventually even bring the project to a total standstill. Various authors have mentioned to the fact there are various factors responsible for successful project management. These factors included resource planning, client involvement, top management support and donor conditional ties.

2.3.1 Resource Budgeting

According to Kagiri and Wainaina (2008), before actual implementation of the project starts, organizations should undertake detailed implementation planning covering aspects such as physical work, time plan, input resources, inter-linkages, organization and management systems, output generation, and cost planning. Kholi (2002) noted that adequate resource plan and its linkage with time plan are crucial as the implicit resource requirements (manpower, materials, money etc.) for each period may not meet the availability constraint and hence the time plan may not be implementable. All the major activities that may have impact on time and cost to the project should be conceived and sufficient time provided for. Kagiri and Wainaina (2008), further pointed out that sufficient funds to cover the entire project should be provided to minimize cost overruns that warrant higher outlays and that organizations should anticipate requirements of inter-linkages in contracts or its agencies and provide for them or should always initiate dialogue with interlinked agencies early in the planning stage so that realistic time durations are allocated. Furthermore, inadequate project preparation leading to scope changes during implementation is perhaps the most important reason for overruns and no effort should be spared in the initial stage of a project to properly define the project goals and its deliverables (Dvir et al., 2003).

The purpose of resource planning is to ensure that adequate, suitable or appropriate factors of production (money, equipment, manpower, and land) are optimized and timely deployed

in the process of generating value projects. Timely facilitation of access to site by contractor or its agents is crucial in ensuring that the contractors continued to perform their obligation as planned with the allocated resources. Failure to do this is bound to lead to poor resources utilization, slip on schedule and additional costs. According to Kagiri and Wainaina (2008), resource planning consists of delayed payment to contractors, delayed access to site, lack of professional skill by project team and poor subcontracting. They pointed out that delayed payment arises due to several factors such as inadequate funding of the project, complex payment processes, client cash flow problems and delays in disbursement processes, which are bound to lead to extension of time and additional expenditure (Flyvbjerg et al., 2004). In the execution of works, the contractor is required to deploy sufficient and qualified manpower to deliver the project on time, within budget and to the specified quality (Kagiri and Wainaina, 2008).

To many, resource planning as a key point of success for a project seems relatively straight forward. It may be straight forward but it is the most ready failure point on the majority of projects as it implies putting the right people in the right place at the right time with enough time to do the job the right way (Frimpong et al., 2003). They observed that in organizations where the resource planning and management is successful, the following can clearly be seen: First is a defined resource plan that identifies what skill sets are needed, for what duration, at what points in the project and how many persons with that skill set are required. The key to the resource plan success is timing. The plan needs to be developed with enough time to adequately staff the positions and ramp up the project. This timing must be accounted for in the project plan itself making the resource plan a component of the project plan. Secondly, there needs to be resource plan balanced against project plan – the resource plan must be integrated into and balanced against the project plan. Resource balancing is a

delicate act at best and a cumbersome process at worst but it is one of the keys to success of the project. If the resources are not balanced then there is the potential for overstaffing in some areas and understaffing in others which in turn jeopardize the ability to get the work completed on time and on budget. Thirdly, there needs to be task reviews.

During the implementation, there need to be regularly scheduled task reviews (Frimpong et al., 2003). These reviews can be between team lead and implementation team members, project management and team leads, project sponsorship and project management or a combination of these but they need to occur. In the task review not only are the task plans themselves reviewed for success, failure, delay and reschedule points but ability to deliver and work completed is assessed and evaluated (Macomber, et al., 2008). At this point, the implementation team at all levels can receive feedback both positive and negative that allows them to adjust as necessary to meet delivery requirements. Furthermore, in organizations where the resource planning and is successful, there are periodic scheduled budgetary reviews of resources expended against plan. Hayfield (2006) emphasized that these reviews will allow the leadership team to determine if the right blend of staff is being used and account for any adjustments that need to be made within the planned budget before overruns occur.

The relationship between project planning aspect and the degree of success/failure in projects is quite a controversial matter. Dvir et al. (2003) argue that even though a decent level of planning for a successful project is vital, there is not an essential positive correlation between planning and success – if not negative all together. Kloppenborg and Opfer (2002) believes that in reality, being able to implement a project according to what has been planned is an exception rather than a norm. They believed that too much emphasis on planning and trying to stick to it would decrease the chances of success for a project.

They reveal two important points related to excessive attachment to the plans; firstly, financial planning focuses more on the cost than the time, so spending excessive efforts to save money to avoid cost overruns, will create delays which result in time overruns that are more costly than what was planned for. Secondly, when it comes to time planning (scheduling), project managers either constantly look backwards or so fixed at the present moment to compare the progress according to the plan which consequently prevents them from looking forward and anticipating changes and doing corrections in time.

Another aspect that concerns resource planning is related to personnel issues, including recruitment, selection, and training ((Krahn, 2004)An important, but often overlooked, this factor of the implementation process concerns the nature of the personnel involved. (Scott-Young, 2004)agreed to this by observing that in many situations, personnel for the project team are chosen with less-than-full regard for the skills necessary to actively contribute to implementation success. Some current writers on implementations are including the personnel variable in the equation for project team performance and project success. (Hammond, 2002)noted that personnel, as a factor, are concerned with developing a project team with the requisite skills to perform their function.

2.3.2 Client Involvement

The "client" is referred to here as anyone who will ultimately be making use of the result of the project, either as a customer outside the organization or a department within the organization. The need for client consultation has been found to be increasingly important in attempting to successfully implement a project. Indeed, Manley (1975) as quoted by Njie, Fon and Awomodu (2008) found that the degree to which clients are personally involved in the implementation process will cause great variation in their support for that

project. Further, in the context of the consulting process, Pinto et al. (2003) view client consultation as the first stage in a program to implement projects. Client Consultation expresses the necessity of taking into account the needs of the future clients, or users of the project. It is, therefore, important to determine whether clients for the project have been identified. Once the project manager is aware of the major clients, he/she is better able to accurately determine if their needs are being met.

Nothing kills projects faster than giving communities something they didn't ask for and then pretending they did ((Cooke-Davies, 2003). This lack of client involvement causes a great deal of resentment among the intended beneficiaries and the projects are seen as something forced upon them by developers who only wanted to test out something (Slevin, 2004)Requirements need to be worked out on both sides because there's a symbiotic relationship between users and developers: the client, which knows their needs most need to clearly express their requirements and provide feedback on each project deliverable; and developers, who know what needs to be done put those client needs into place need to ask the right questions and not make any assumptions on what they think the client needs.

It's essential to understand that there's a compromise between what you want to accomplish and what you're actually able to accomplish. An overly ambitious project, whose goals exceed ability of the sponsoring organization to deliver timely result, is the cause of project failures. The project originators come to the realization, halfway into development, that they overshot their ability to deliver what was promised. When this happens, critical project decisions are made with a "deliver-at-all-costs" mentality. They figured that too much money was already poured into the project and believed that it was too late to turn back. They pushed forward simply to have something to show for all the time and money that was invested. (Chulkov, 2005)argued that with over ambitious targets, projects are rushed

through to meet a deadline that originators never had any chance of meeting from the start. To compound the issue, key client needs are sometimes dropped to accommodate an overly aggressive schedule. As a result, confidence of the intended beneficiaries of these projects is shaken and never recovered.

In addition to client consultation at an earlier stage in the project implementation process, it remains of ultimate importance to determine whether the clients for whom the project has been initiated will accept it. Client acceptance refers to the final stage in the implementation process, at which time the ultimate efficacy of the project is to be determined (Pinto, 2006)Too often project managers make the mistake of believing that if they handle the other stages of the implementation process well, the client (either internal or external to the organization) will accept the resulting project. In fact, as several writers have shown, client acceptance is a stage in project implementation that must be managed like any other. As an implementation strategy, Bhavesh (2006) discusses the importance of user participation in the early stages of system development as a way of improving the likelihood of later acceptance. Bean and Radnor (2002) examine the use of "intermediaries" to act as a liaison between the designer, or implementation team, and the project's potential users as a method to aid in client acceptance.

2.3.3 Corporate Management

One of the most critical factors for the successful completion of projects is top management support. The support is usually strongest if there is a project champion and this champion is from the top management (Hayfield, 2006). He observed that the project champion helps project managers understand and achieve the project objectives which are specified by the client and/or top management. As noted by (Slevin, 2004)management '+'support for projects, or indeed for an6/8y implementation, has long been considered of great

importance in distinguishing between their ultimate success or failure. (Milosevic, 2007)sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization.

Further, show that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. For the purposes of this study, the factor top management support refers to both the nature and amount of support the project manager can expect from management both for himself as a leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

Glaster (2005) puts vast amount of emphasis on insufficient support from senior management and leadership of client or sponsor organizations through setting unclear purpose for employing a certain project, incapability to manage complexity, under-nourishing initiatives and failure to anticipate short-term disruptions. Furthermore, he underlines the necessity to provide the most qualified staff and resources for supporting the initiatives in establishing a new project. This needs support and encouraging words of the top management to mitigate the frustration raised in the morale of subordinates.

One important issue not to underestimate is the fact that the progression in the project might happen to be too slight to be visible to the organization which would add to the spice of complexity of the situation. (Burns, 2001)suggests that top management must continuously strive to reveal the fulfillment of series of short-term deliverables to the beneficiaries. Running pilot projects experiencing the immature deliverables with limited implementation scope and minimizing the potential harms are considered as a subtle

solution in these cases. (Kloppenborg, 2002)remarks the precision of information concerning the nature of project information communicated from top management as the project sponsors to project managers from the inception. It is also vital that project managers also convey their messages by means of organization-oriented concepts to project sponsors (Kumar, 2002). He underlines some more considerations from the side of top management among which are: recognition of time spent on project planning, responsibility in proper resource allocation (as portfolio managers) and not merely depending on project management methodologies instead of people's creativity and resourcefulness.

Top management usually controls a project manager's access to resources which are supervised by functional managers. The level of support provided by the functional manager is usually determined by the level of support from top management. If the project is part of the functional department, then the availability of resources is not usually an obstacle, because the functional manager is usually also the project manager.

But for projects with matrix organizational forms, or for projects with pure project forms, acquiring adequate resources can be a difficult job. It requires negotiating skills and positional power within the organization (Milosevic, 2007). Clearly, full support from the organization for the project helps to facilitate and implement strategies for the successful completion of projects.

The contribution and support a client or a business person provides by being involved and taking ownership of an initiative that becomes a project should not be underestimated, as the ownership and commitment of both the client and business are of paramount importance for project success. In all this, strategic leadership becomes the driver of the

whole process, thereby determining the level of success that can be attributed to a project in terms of its performance during execution, which, in turn, produces the required deliverables, if not delivering beyond expectations (Mpofu, 2010).

Organizational structures, which are typically designed by the leadership, play a role in creating an appropriate atmosphere for the project management philosophy to prevail. A look at the way in which parastatals are structured shows a very strong bias towards hierarchy and silos. This, unfortunately, points to what are termed traditional structures, which are not ideal for managing projects. There are five general indications that support this statement, according to Kerzner (2001, p. 97) as quoted by (Mpofu, 2010) These are: management is satisfied with its technical skills, but projects are not meeting time, cost, and other project requirements; there is high commitment to getting project work done, but great fluctuations in how well performance specifications are met; highly talented specialists involved in the project feel exploited and misused; particular technical groups or individuals constantly blame one another for failure to meet specifications or delivery dates; and projects are on time and to specifications, but groups and individuals are not satisfied with the achievements.

As (Mpofu, 2010)noted, it is, therefore, important to structure organizations to meet environmental and external demands and, in particular, project management. This has to be in sync with the understanding of how these structures define roles and responsibilities in parastatals in view of delegated authority in these hierarchical organizations

2.3.4 Donor Requirements/Conditionalities

Donors have a basis for becoming partners if they are able to agree on a purpose, a task, a project, or a desired outcome which meets the interests of all partners and can be achieved

better, faster, or more efficiently if they unite their efforts. Finding a common agenda is a fundamental starting point.

Most often than not organizations are faced with resource scarcity, to bridge the gap, they are forced to seek help from development partners or donors. The assistance given to facilitate the project implementation could be either a grant or a loan facility advanced but was repayable in future. This arrangement works when one donor is ready to supply funding to a project and other partners who do not have financial means can be mobilized to contribute other kinds of resources. These resources might be technical expertise, volunteer work, materials, or use of facilities. To ensure that the donor resources advanced are secured, there are usually attached conditions imposed that the parastatals should adhere to. Financial contributions by a donor are complemented by non-monetary resources.

The OECD‟s Development Assistance Committee (DAC) in its guidelines for harmonizing donor practices for effective aid delivery noted that effectiveness of a donor‟s assistance in an organization is affected by the nature of the institutional framework for its relations with the partner organization and with other donors, and by its own internal rules and culture (OECD, 2003). Different objectives and interests between donors and partner organization can impair project effectiveness. Donor support can be opaque and unpredictable. The way funding is delivered can create an unnecessary burden on partner organizations, hinder efforts to build partner organization‟s capacity and weaken partner organizational leadership and its accountability.

Oya and Walliser (2007) observed that a more controversial and complicated case are specific donor conditions meant to assure that organizational objectives are aligned with donor objectives. Such conditions, which are typically applied to budget aid, can include

specific policy actions or result indicators. If recipients do not comply with such specific conditions, conditionality may also cause lack of predictability, but the link with aid effectiveness may be less clear. If aid is withheld on the basis of conditions that have little relation with effective use of aid, the resulting lack of predictability would be a "fickle donor" problem, which arises when a donor does not disburse part of committed funds on time because of lengthy administrative delays and unnecessary controls in overseeing the project. This ultimately affects the project‟s implementation process.

Based on the literature reviews, a conceptual framework for evaluating the effect of planning input factors on planning processes/knowledge area/and identifying the relationships between planning processes and different project outcomes is constructed. This conceptual framework is described in Figure 1. The first part of this framework considers the relationships between human, management, technical and organizational culture and planning processes. These factors are developed based on the study of Chatzoglou and Macaulay (1998) and builds on the synthesis of previous studies on critical factors for project success or failure. The planning process is evaluated through the performance of 9 planning knowledge areas/21 project planning activities\. The second part of this framework examines the relationships between planning processes and project success factors. Project successes are evaluated by results in terms of completion time, completion cost, quality and customer satisfaction.

2.4 Summary of the Literature

In this section, it was clear that the criteria for project success must be agreed on by all the engaged parties far before the actual project gets started and it should get reviewed constantly as the project goes ahead. Is also clear that in modern project management, it is almost impossible to see that a project is finished without any alteration in its initial scope which in turn might diminish the morale of the work or eventually even bring the project to a total standstill.

CHAPTER THREE

3.0. RESEARCH METHODOLOGY

This chapter is concerned with the methodology used in achieving the objectives of the study. It covers research design, study area, population of the study, sample size, sampling techniques, instrument for data collection, sources of data collection, validity of research instrument, reliability of the instrument, administration of the instrument, method of data analysis and decision rule.

3.1 Research Design

This study employed the use of survey research design. The choice of this research design was considered appropriate because of its advantages of identifying attributes of a large population from a group of individuals. The design was suitable for the study as the study sought to examine subject matters using The Aquaddis water Bottling Company, located at Burayu, Addis Abeba as a case study.

Designing a study helps the researcher to plan and implement the study in a way that help the researcher to obtain intended results, thus increasing the chances of obtaining information that could be associated with the real situation (Burns, 2001, pp. 10-80). This study will describe the practices of resource budgeting in Aquaddis water bottling companies in Addis Ababa,Ethiopia. In addition to describing the practices, the study will identify the effect of resource budgeting on project success. Therefore, this study was used descriptive analysis.

3.2. Methods of data Analysis

The data collected from the respondent was analyzed by using quantitative and qualitative data analysis techniques. Quantitative analysis was used for the data which were collected through structured questionnaire. And the perceptions of the respondents was transformed to numeric codes by using five point Likert scale. In order to support the quantitative data,

Focus group discussion was conducted and analyzed by a thorough qualitative approaches. Therefore, this study was used both quantitative and qualitative research approaches.

In line with this, the study was used descriptive statistics to make data analysis. Data collected from respondents was analyzed by using SPSS 24. For presenting data, the researcher was used different types of descriptive data analysis methods such as frequency, percentage, simple tabulation, mean and standard deviation.

Secondary information was obtained from published and unpublished materials such as magazines, reports and websites.

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3.3. The Study Area

This study was conducted in Aquaddis water Bottling Company, located at Burayu, Addis Abeba. The choice of this study area was based on the active engagement and realization Projects and the leading water bottling Company in Ethiopia.

3.4. Population of the Study

The population of this study consisted of thirty (30) staff of Aquaddis water Bottling Company, located at Burayu, Addis Abeba.

3.5. Sample Size and Sampling Techniques

As a result of the inability of the researcher to effectively study the whole staff strength (population) of the organization, a representative number was chosen as the sample size population. Twenty Eight(28) staff was used as the sample size. The sample size was calculated using the Taro Yamen scientific formula which is given as:

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

Where: **N** is the Population, **1** is the constant, **e** is the degree of error expected & **n** is the sample size.

$$n = \frac{30}{1+ 30(0.05)^2} = \frac{30}{1+0.075}$$

$$n = 28$$

3.6. Sources of Data Collection

Data were collected from primary and secondary sources. Primary data were obtained through questionnaire and by Having Focus group discussion (FGD) with both management and senior staff of the company. This method was adopted to enable detailed and independent information not covered by the questionnaire to be expressed by the respondents. Secondary data were obtained from published reports, books, internet, journals, newspapers and magazines. For analytical comparison of facts and proper compilation of facts and figures, survey of existing documents was deemed necessary.

3.7. Instrument for Data Collection

Data were collected through questionnaire carefully designed and administered to the respondents, as well as through Focus group discussion(FGD). On the whole, the questionnaire constituted the major instrument for data collection. The questionnaire contains sections A ,B and C. Section A contains personal information about the respondents. Section B and C is the main body of the questionnaire.

In order to achieve the objectives of this study, the researcher was used quantitative and qualitative research methods through questionnaire and FGD respectively. The questionnaire was prepared using close-ended method questions and 5 Point Likert-Scale approaches (i.e., from “Strongly Disagree to Strongly Agree”). For the 5-point Likert scale

the respondents were asked to indicate their level of agreement with the ratings of Strongly Disagree (1), Disagree (2), neutral (3), Agree (4) and Strongly Agree (5).

3.8. Validity of Research Instrument

The validity of the research instrument was assessed by the supervisor and other experts in the Faculty of Business Administration, Saint Marry University. These experts assessed the relevance of each item in relation to the objectives of the study, the hypotheses to be tested as well as the comprehensibility of each item in relation to the cognitive level of the respondents. They validated the instrument by effecting necessary corrections, examining the contents and ascertaining clarification of ideas as well as appropriateness of the items.

3.9. Reliability of the Instrument

Reliability in this context refers to the measure of consistency of the instrument used in eliciting relevant and desirable responses from respondents so that the objectives can be reliably and meaningfully achieved. In order to determine the reliability of the instrument used in the study, the corrected questionnaire was administered purposefully on selected staff of Aquaddis water Bottling Company, located at Burayu, Addis Abeba.

To ascertain the consistency of data SPSS 20 was used to calculate Cronbach‟s alpha in order to determine how reliable the instrument/questionnaire/ was over the data the study collected. Most of the constructs are found very good i.e Alpha is greater than 0.8 with few exceptions of management factors therefore, the instrument is presumed to be reliable in all variables.

3.10. Administration of the Instrument

The questionnaire were personally administered by the researcher to the respondents during official hours at the office. The exercise was done with the help of head of operations of the organization. This enhanced return rate of above 70%.

3.11. Method of Data Analysis

Tables and simple percentage was used as technique of analyzing the research questions while Correlation was used to test the research hypotheses. All the tests were conducted at 0.05 level of significance.

CHAPTER FOUR

4.0.DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter is devoted to the presentation, analysis and interpretation of the data gathered in the course of this study. The data are based on the number of copies of the questionnaire completed and returned by the respondents. The data are presented in tables and the analysis is done using t-Test. The chi-square test and Pearson correlation method were used in the validation of the hypothesis.

BIO DATA OF RESPONDENTS

Tabel 1: The gender distribution of the respondents used for this study.

GENDER OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	20	71.4	71.4	71.4
	Female	8	28.6	28.6	100.0
	Total	28	100.0	100.0	

Source: field survey, May, 2019.

Table 1 above which presented gender distribution of respondents revealed that out of the total number of 28 respondents, 20respondents which represent 71.4 percent of the population are male while 8 of the respondents which represent 28.6 percent of the population are female

TABLE 2:AGE DISTRIBUTION OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30 Years	8	28.6	28.6	28.6
	30-40 Years	12	42.9	42.9	71.4
	41-50 Years	5	17.9	17.9	89.3
	> 50Years	3	10.7	10.7	100.0
	Total	28	100.0	100.0	

Source: field survey, May, 2019.

Table 2 above shows the age grade of the respondents used for this study and from a total number of 28 respondents, 8respondents which represent 28.6 percent of the population are between 25-30 years old. 12 of the respondents which represent 42.9 percent of the population are between 30-40years. 5respondents which represent 17.9 percent of the population are between 41-50years while the remaining 3 of the respondents which represent 10.7 percent of the population are above 50 years old.

NOTE: the respondents that participated fully for the study are between the ages of 30-40 years of age. The experience is very ok for the study.

TABLE 3: EDUCATIONAL BACKGROUND OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA| BSC	5	17.9	17.9	17.9
	MA|Msc	16	57.1	57.1	75.0
	PhD	4	14.3	14.3	89.3
	Other	3	10.7	10.7	100.0
	Total	28	100.0	100.0	

Source: field survey, May, 2019.

Table 3: Above shows the educational background of the respondents used for this study and it can be seen that 5 of the respondents which represent 17.9 percent of the population are BA/Bsc holders. 16 of the respondents which represent 57.1 percent of the population are MA|Msc holders.4 of the respondents which represent 14.3 percent of the population are PHD holders while the remaining 3 of the respondents which represent 10.7 percent of the population had other type of educational qualifications. It indicates that the highest percentage of the respondents that participated for the study are MA|Msc holders; with the level of education and exposure the respondents will understand the importance of resource budgeting and project management in an organization.

TABLE 4: MARITAL STATUS OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	17	60.7	60.7	60.7
	Married	7	25.0	25.0	85.7
	Divorced	2	7.1	7.1	92.9
	Widowed	2	7.1	7.1	100.0
	Total	28	100.0	100.0	

Source: field survey, May, 2019.

Table 4 above shows the marital status of respondents used for the survey where 17 of the respondents representing 60.7 percent of the population are single. 7 of the respondents representing 25.0 percent of the population are married.2 of the respondents representing 7.1 percent of the population are divorced while 2 of the respondents representing 7.1 percent of the population are widowed.

Table 5 :Shows the responses of respondents that there is a significant relationship between effective resource budgeting and project management.

There is a significant relationship between effective resource budgeting and project management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	7	25.0	25.0	25.0
	Agreed	15	53.6	53.6	78.6
	Undecided	5	17.9	17.9	96.4
	Disagreed	1	3.6	3.6	100.0
	Total	28	100.0	100.0	

Source: field survey, May, 2019.

It presented that 7 of the respondents representing 25.0 percent strongly agree that there is a significant relationship between effective resource budgeting and project management. 15 of the respondents representing 53.6 percent agree that there is a significant relationship between effective resource budgeting and project management. 5 of the respondents representing 17.9 percent were undecided. 1 of the respondents representing 3.6 percent disagree that there is a significant relationship between effective resource budgeting and project management

NOTE: from the table above, about 22 out of the 28 respondents agreed that there is a significant relationship between effective resource budgeting and project management. From the responses one can deduce is that there is a significant relationship between effective resource budgeting and project management

Table 6 shows the responses of respondents that Practice of effective resource budgeting is a tool for project management in Asku plc.

Practice of Effective resource budgeting is a tool for project management in Asku Plc

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	15	53.6	53.6	53.6
	Agreed	7	25.0	25.0	78.6
	Undecided	3	10.7	10.7	89.3
	Disagreed	1	3.6	3.6	92.9
	Strongly Disagreed	2	7.1	7.1	100.0
	Total	28	100.0	100.0	

Source: field survey, May, 2019.

15 of the respondents representing 53.6 percent strongly agree that effective resource budgeting is a tool for project management,7 of the respondents representing 25.0percent agree that effective resource budgeting is a tool for project management. 3 of the respondents representing 10.5percent were undecided. 1 of the respondents representing 3.6 percent disagree that effective resource budgeting is a tool for project management, While the remaining 2 of the respondents representing 7.1 percent strongly disagree that effective resource budgeting is a tool for project management. From the table above, about 22 of the respondent agreed that effective resource budgeting is a tool for project management; from their responses we conclude that effective resource budgeting is a tool for project management.

Table 7 shows the responses of respondents that an effective resource budgeting has significant effect on project management

An effective resource budgeting has significant effect on project management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	5	17.9	17.9	17.9
	Agreed	15	53.6	53.6	71.4
	Undecided	3	10.7	10.7	82.1
	Disagreed	3	10.7	10.7	92.9
	Strongly Disagreed	2	7.1	7.1	100.0
	Total	28	100.0	100.0	

Source: field survey, May, 2019.

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5 of the respondents representing 17.9 percent strongly agree that an effective resource budgeting has significant effect on project management

15 of the respondents representing 53.6 percent agree that an effective resource budgeting has significant effect on project management and 3 of the respondents representing 10.7 percent were undecided.

3 of the respondents representing 10.7 percent disagree that an effective resource budgeting has significant effect on project management

While the remaining 2 of the respondents representing 7.1 percent strongly disagree that an effective resource budgeting has significant effect on project management

NOTE: Analysis depicts that there is no doubt that an effective resource budgeting has significant effect on project management since 20 of the respondents agreed to it.

Table 8: shows the responses of respondents that resource budgeting has a role to play in the availability of raw materials for production in Aquaddis water Bottling company [ASKU Plc].

Resource budgeting has a role to play in the availability of raw materials for production in ASKU Plc(Aquaddis water bottling company)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	18	64.3	64.3	64.3
	Agreed	7	25.0	25.0	89.3
	Undecided	3	10.7	10.7	100.0
	Total	28	100.0	100.0	

Source: field survey, May, 2019.

18 of the respondents representing 64.3 percent strongly agree that resource budgeting has a role to play in the availability of raw materials for production in Aquaddis water Bottling company [ASKU Plc].

7 of the respondents representing 25.0percent agree that resource budgeting has a role to play in the availability of raw materials for production in coca cola company.

3 of the respondents representing 10.7 percent were undecided.

NOTE: From the responses of the respondents we found out that about 25 of the respondents agreed that resource budgeting has a role to play in the availability of raw materials for production in Aquaddis water Bottling company [ASKU Plc] without doubt we conclude that resource budgeting has a role to play in the availability of raw materials for production in Aquaddis water Bottling company [ASKU Plc].

Table 9 Shows the responses of respondents that the practice of resource budgeting in most manufacturing companies or Mostly in bottling related sectors has increased overtime in Ethiopia.

The practice of resource budgeting in most manufacturing companies has increased overtime in Ethiopia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	8	28.6	28.6	28.6
	Agreed	12	42.9	42.9	71.4
	Undecided	4	14.3	14.3	85.7
	Disagreed	2	7.1	7.1	92.9
	Strongly Disagreed	2	7.1	7.1	100.0
	Total	28	100.0	100.0	

Source: field survey, May, 2019

8 of the respondents representing 28.0 percent strongly agree that the practice of resource budgeting in most manufacturing companies or Mostly in bottling related sectors has increased overtime in Ethiopia. 12 of the respondents representing 42.9 percent agree that the practice of resource budgeting in most manufacturing companies or Mostly in bottling related sectors has increased overtime in Ethiopia.

4 of the respondents representing 14.5percent were undecided.

2 of the respondents representing 7.1percent disagree that the practice of resource budgeting in most manufacturing companies or Mostly in bottling related sectors has increased overtime in Ethiopia.

While the remaining 2 of the respondents representing 7.1percent strongly disagree that the practice of resource budgeting in most manufacturing companies has increased overtime in Ethiopia.

NOTE: about 20 of the respondent agreed that the practice of resource budgeting in most manufacturing companies has increased overtime in Nigeria; since the total that agreed that the practice of resource budgeting in most manufacturing companies or bottling related sector has increased overtime in Ethiopia more than those that disagree. we therefore, conclude that the practice of resource budgeting in most manufacturing companies has increased overtime in Ethiopia.

4.3. TEST OF HYPOTHESIS

HYPOTHESIS 1

Ho: There is no significant relationship between effective resource budgeting and project management.

Hi: There is a significant relationship between effective resource budgeting and project management.

Level of sinificance (α=0.05)

TABLE 14: CORRELATION BETWEEN EFFECTIVE RESOURCES BUDGETING VS PROJECT MANAGMENT

		{SRs ERB & PM}	EffRB++ PM
SRs ERB & PM	Pearson Correlation	1	.817**
	Sig. (2-tailed)		.000
	N	28	28
EffRB++ PM	Pearson Correlation	.817**	1
	Sig. (2-tailed)	.000	
	N	28	28

**. Correlation is significant at the 0.01 level (2-tailed).

SRs ERB & PM =There is a significant relationship between effective resource budgeting and project management

EffRB++ PM = An effective resource budgeting has significant effect on project management

From table 14 above, the significance value is less than 0.05 and hence the null hypothesis is rejected and conclude that there is a significant relationship between effective resource budgeting and project management.

There is a statistically significant (0.00) strong relationship (0.817) between the responses of the respondents that said that there is a significant relationship between effective resource budgeting and project management and those that said that an effective resource budgeting has significant effect on project management

4.4. DESCRIPTIVE ANALYSIS OF PLANNING INPUT FACTORS

This section presents the descriptive statistics of planning input factors, planning knowledge areas and project outcomes in the studied projects. It begins with the planning input factors through summarizing human, management, technical and organizational factors. The study identifies the main input factors that are poorly performed in the studied project according to the mean result of the analysis.

Table 15: Descriptive statistics for human input factor

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	mean	Std.
Project managers experience		1(3.6)	4(14.3)	12(42.9)	11(39.3)	4.17	.818
Team members experience		2(7.1)	11(39.3)	8(28.6)	7(25)	3.71	.937
Project managers effort		3(10.7)	10(35.7)	12(42.9)	3(10.7)	3.53	.838
Team members commitment		3(7.1)	10(50)	12(32.1)	3(10.7)	3.46	.793
Customers/users involvement	4(14.3)	4(14.3)	12(42.9)	4(14.3)	4(14.3)	3.0	1.217

Managers experience is high (mean=4.17, standard deviation=0.818) compared to other factors this implies that most of the managers (82.2%) were experienced in project in Asku Plc.

Human factors in project planning include the project manager's experience and effort, team members experience and capability, and customer's involvement. The descriptive analysis of these factors is presented in table 15. Previous studies identify the importance of human factors for effective planning processes. The result of the analysis indicated that the mean value of customer involvement in planning stage is very low (mean=3.0 , standard deviation =1.217) which implies that customers are poorly/inadequately/ involved in planning processes. Only 28.6% of customers are involved in the processes. Team members commitment towards planning is the second poorly experienced human factors during planning process (mean =3.46, standard deviation=0.793), only 42.8% of team members were committed for participating in the planning stage. This was followed by project managers‟ effort spend in planning stage (mean = 3.53, standard deviation=0.838) and team members experience (mean=3.71, standard deviation =0.937). As the respondents‟ response indicates only 50% of the managers were spend their time in planning stage and 53.6% of the team members are experiences in project planning.

Table 16: Descriptive statistics for technical input factors

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	mean	Std.
Availability of data warehouse	1(3.6)	2(7.1)	9(32.1)	11(39.3)	5(17.9)	3.60	.994
WBS		1(3.6)	2(7.1)	11(39.3)	14(50)	4.357	.780
Gant chart		2(7.1)	1(3.6)	12(42.9)	13(46.4)	4.285	.854
CPM	1(3.6)	6(21.4)	8(28.6)	8(28.6)	5(17.9)	3.357	1.13
PERT	1(3.6)	7(25)	12(42.9)	5(17.9)	3(10.7)	3.07	1.02
Monitoring and reporting mechanisms		3(10.7)	8(28.6)	12(42.9)	5(17.9)	3.67	.905
Project management software	1(3.6)		6(21.4)	15(53.6)	6(21.4)	3.89	.875

Regarding technical planning input factor the survey result were presented in table The result indicates that CPM and PERT got relatively lowest mean score 3.357 and 3.07 respectively, only 46.5% of the project uses CPM, and 28.6% uses PERT for planning processes. The finding also shows that Gant chart, WBS and project management software scores the highest mean value. This indicates that most of the project 89.3 %, 89.3 % and 75% of the project uses Gant chart, WBS and project management software respectively for their project planning processes, thus one can draw a conclusion that tools were used for Effective resource Budgeting Purpose.

Table17: Descriptive statistics for organizational input factors

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	mean	Std.
Assigning project managers		2(7.1)	3(10.7)	11(39.3)	12(42.9)	4.17	.904
Involvement of Project managers			4(14.3)	15(53.6)	9(32.1)	4.17	.6696
Communication between Project managers and organizations		3(10.7)	10(35.7)	10(35.7)	5(17.9)	3.60	.916

Concerning organizational planning input factors the finding result were presented in table 17.This input factors includes communication between project managers and organizations, involvement of project managers in planning stage and assigning appropriate project managers influences. The finding of the result indicates that most of the factors score the highest mean value. This indicates that these factors were experienced in most of the projects.

4.5. DESCRIPTIVE ANALYSIS OF PLANNING KNOWLEDGE AREAS

TABLE 18: DESCRIPTIVE STATISTICS FOR PLANNING KNOWLEDGE AREAS

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	mean	Std.
Risk planning knowledge area	7(25)	8(28.6)	8(28.6)	5(17.9)	-	2.39	1.065
Quality planning knowledge area	4(13.95)	10(36.05)	5(16.7)	8(26.7)	1(3.3)	2.71	1.15
Communication planning knowledge area	-	5(17.9)	11(39.3)	11(39.3)	1(3.6)	3.28	.81
Integration planning knowledge area	-	6(21.4)	8(28.6)	11(39.3)	3(10.7)	3.39	.956
Scope planning knowledge area	1(3.6)	3(10.7)	11(39.3)	11(39.3)	2(7.1)	3.36	.911
Procurement planning knowledge area	1(3.6)	2(7.1)	9(32.1)	15(53.6)	1(3.6)	3.46	.838
Human resource planning knowledge areas	-	1(3.6)	7(25)	17(60.7)	3(10.7)	3.78	.686
Cost planning knowledge areas		1(3.6)	4(14.3)	14(50)	7(25)	3.17	0.905
Time planning knowledge area	-	1(3.6)*	2(7.1)	13(46.4)	12(42.9)	4.286	0.763

This section presents the descriptive statistics of planning knowledge areas /planning processes/. The main problem areas in project planning were identified by comparing their mean and standard deviation of the processes. The lower the mean score indicates the poorly/inadequately/ performed knowledge areas in the processes. The mean value of knowledge areas are calculated by taking the average of the processes belonging to each knowledge areas.

The quality of each Nine (9) knowledge area is calculated by the average quality of the processes belonging to it.

The Nine Knowledge Areas was assessed as the average extent of use/importance of planning performance/ of the related planning processes. The result of the analysis is presented here under .

The result in table 18 shows risk planning knowledge areas have the lowest mean value(mean= 2.39 , standard deviation= 1.065)only 5(17.9%) of the project includes risk planning in their project plan. This indicates that risk were not properly identifies, quantified and their response did not planned at planning stage. The second lower mean score/poorly performed knowledge areas/ of the processes is quality planning knowledge area (mean=2.71, standard deviation=1.15), in the studied project only 9(30%) projects includes quality standards in their planning processes etc.

Relatively procurement and human resource knowledge areas were performed well in the processes, which have a mean value of 3.46 and 3.78 respectively.

The research finding also indicates that time planning knowledge areas got the highest mean score (mean=4.286, standard deviation=0.763), 25(89.3%) of project performs this knowledge areas well, which indicates that this knowledge areas were performed well during planning processes.

Even though the 9 knowledge areas are identified as an important process for project success, this finding shows that most of the process did not performed (practiced) well at planning stage. Accordingly the finding identifies the poorly/inadequately/ performed knowledge areas as: - risk, quality, communication, integration and scope planning knowledge areas

CHAPTER FIVE

5.0. SUMMARY, CONCLUSION AND RECOMMEDATION

The main objective of the research work is to examine effective resource budgeting as a tool for project management. Other specific objectives of the study include:

1. To determine if there is a significant relationship between effective resource budgeting and project management;

2. To ascertain if effective resource budgeting is a tool for project management.

5.1. SUMMARY OF FINDINGS

The study made the following findings based on the responses gathered from the respondents that:

1. There is a significant relationship between effective resource budgeting and project management.
2. Effective resource budgeting is a tool for project management;
3. An effective resource budgeting has significant effect on project management ;
4. Resource budgeting has a role to play in the availability of raw materials for production in Asku Plc(Aquaddis water bottling company);
5. The practice of resource budgeting in most manufacturing companies has increased overtime in Ethiopia.

5.2. CONCLUSION

In conclusion effective resource budgeting and project management we can see from the result of the data analysis that there is a statistically significant(0.00) strong relationship (0.817) between the responses of the respondents that said that there is a significant relationship between effective resource budgeting and project management and those that said that an effective resource budgeting has significant effect on project management.

The results obtained provide a good understanding of an important planning input factor that affects the quality/performance/ of planning processes. And also it provides to identify the effects of planning knowledge areas on project outcome.

The result obtained from the analysis of gathered data identifies the main planning input factors for effective planning quality/performance/ as: - human, management, technical and organizational culture/structure/ factors.

The result also indicated that better estimation of time planning processes results in lower completion cost. For completing the project according to the required quality the study suggested that Time, cost, risk, scope and integration planning knowledge areas play an important role. Time, cost, risk human resource, communication and integration knowledge areas were identified as an important factors to fulfill customer satisfaction.

5.3. RECOMMEDATION

In view of the findings made that study recommends that:

(i) Compatible organizational form should be chosen so as to make the application of PM tools and techniques consistent with culture and Internal controlling system;

(ii) Project management tools and techniques should be applied gradually especially in other Manufacturing sectors, whereby resistance to change perceived to be high.

(iii) The Aquaddis water bottling company (Asku plc) should ensure that there is an improvement in the area of resource budgeting as it has a significant role to play in the availability of raw materials for sustainable and Optimal production.

(iv) During planning phase the project team members should spends more time on the following planning activities. Schedule development, Risk response planning Procurement planning, Quantitative risk analysis, Scope definition Quality planning, Risk identification, Qualitative risk analysis, Quality standard identification, Communication planning, Staff Acquisition, Human resource planning, Resource planning, Cost estimation, Activity duration estimating.

(v) The company advised to increase customer involvement in planning stages and should increase their knowledge by providing different training.

(vi) The Company advised to provide more support to the project managers especially in planning stage.

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Department of Project Management

Dear Participant,

My name is **Wondemeagegn Mamo**. I am studying Project Management for my Master's degree. I am currently working on my thesis research titled "PRACTICE OF **EFFECTIVE RESOURCE BUDGETING AS A TOOL FOR PROJECT MANAGEMENT IN ASKU PLC.**

:**A case of project in Aquaddis water bottling company(ASKU Plc) ;**

My research intends to look into the importance aspect of the study in ASKU Plc(Aquaddis water bottling company) with a particular focus on resource budgeting Vs tools of Project Managements; The study will assist managers to know the need for human resource training and development and ensure that the right numbers of skilled/trained manpower are available for employment at the right time for all levels in the organization, contribution of tool of Project Management for ensuring high Productivities in the company and to exhaustively see the challenges therein.

Enclosed with this letter is a structured questionnaire and a key informant interview questions designed to collect data on the use of TOOLS OF PROJECT MANAGEMENT in ensuring the effective resource Budgeting Purpose. Thus, ASKU Plc is selected for this study due to previous/ongoing engagement and noticeable growth in sector by realizing high tech turnkey Projects. Your responses will be used only for academic research purposes and will remain confidential.

I sincerely want to thank for your consent and time to respond to the questions.

Best regards,

Wondemeagegn Mamo (Mr)

wondemamo@gmail.com; 0967-941498

APPENDIX 1

QUESTIONNAIRE ADMINISTRATION

INSTRUCTION: Please endeavor to complete the questionnaire by ticking the correct answer (s) from the options or supply the information required where necessary.

SECTION A: Personal Information/Data

1. Gender

☐ Male ☐ Female

2. Age grade

☐ 25-30yrs ☐ 31-40yrs ☐ 41-50yrs ☐ Above50yrs

3. Level of Education

☐ BSC Degree ☐ MA/MSC Degree ☐ PhD ☐ Others

4. Marital status

☐ Single ☐ Married ☐ Divorced ☐ Widowed

SECTION B:

QUESTIONS ON Practice of EFFECTIVE RESOURCE BUDGETING AS A TOOL FOR PROJECT MANAGEMENT in Asku Plc.

(A CASE STUDY OF ASKU PLC(Aquaddis Water Bottling COMPANY))

1**. Strongly Disagree 2.Disagree 3.Neutral 4.Agree 5.Strongly Agree**

(Leave a blank if the question has no answer)

	1	2	3	4	5
1. There is a significant relationship between effective resource budgeting and project management;	○	○	○	○	○
2. An effective resource budgeting has significant effect on project management	○	○	○	○	○
3. Resource budgeting has a role to play in the availability of raw materials for production in ASKU Plc**(Aquaddis Water Bottling COMPANY)**	○	○	○	○	○
4. Effective resource budgeting is a tool for project management	○	○	○	○	○
5. The practice of resource budgeting in most manufacturing companies has increased overtime in Ethiopia	○	○	○	○	○

SECTION C:

Please refer/consider/ the recently completed project in your organization and answer the following question. For each of the questions please tick[x] in the provided space the most suitable answer using the given scale. Please also answer all the questions to enhance the objectivity of the research.

1. Strongly Disagree 2.Disagree 3.Neutral 4.Agree 5.Strongly Agree

(Leave a blank if the question has no answer)

I. Regarding for human input factor;

	1	2	3	4	5
Project managers was well experienced in planning processes	○	○	○	○	○
More effort was spent in planning stage compared to other stages	○	○	○	○	○
Team members was well experienced in planning process	○	○	○	○	○
Team members was well committed in planning stage	○	○	○	○	○
Customers/users was involved in planning stage	○	○	○	○	○
Functional departments of the parent organization was involved in planning stage	○	○	○	○	○
Functional department of Clint organization was involved in planning stage	○	○	○	○	○
The project manager was given full authority from top management	○	○	○	○	○
In the planning stage, delegates of the company functional Departments participated actively as project members	○	○	○	○	○
In the planning stage there were no conflicting objectives between the project team and the customer to describe the process of goal definition	○	○	○	○	○

The project scope was well defined in the planning phase	○	○	○	○	○
All resources were allocated (qualified personnel and infrastructure)	○	○	○	○	○
Organizational previous project data warehouse was available	○	○	○	○	○
Work break down structure was used	○	○	○	○	○

III. Regarding technical input factors

1**. Strongly Disagree 2.Disagree 3.Neutral 4.Agree 5.Strongly Agree**

(Leave a blank if the question has no answer)

	1	2	3	4	5
Gant chart was used	○	○	○	○	○
Critical path method(CPM) was used	○	○	○	○	○
Project Evaluation and Review Technique(PERT) was used	○	○	○	○	○
project monitoring and reporting mechanisms was included in planning stage	○	○	○	○	○
Project management software was used	○	○	○	○	○
Team members give more priorities to their usual duties than planning activities	○	○	○	○	○
Company's top managers have been trained in project management					

IV. Regarding Project resource allocation and assignments

1. Strongly Disagree 2.Disagree 3.Neutral 4.Agree 5.Strongly Agree

(Leave a blank if the question has no answer)

	1	2	3	4	5
Training was given for project team member	○	○	○	○	○
Appropriate project managers was assigned	○	○	○	○	○
Project managers was involved in planning stage	○	○	○	○	○
Project managers and organizations was well communicated during planning phase Schedules was well developed (prepared)	○	○	○	○	○
Activities was well defined	○	○	○	○	○
Activity duration was well estimated	○	○	○	○	○
Project activities was well sequenced	○	○	○	○	○
Project cost was well estimated	○	○	○	○	○
Resource for project determined	○	○	○	○	○
Budget for the project was well determined (aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline)	○	○	○	○	○
Project Risk identified	○	○	○	○	○
Quantitative risk analysis prepared	○	○	○	○	○
Qualitative risk analysis prepared	○	○	○	○	○
Risk response planning prepared	○	○	○	○	○
Scope planning prepared	○	○	○	○	○

project Scope well defined	○	○	○	○	○
project outputs was well identified	○	○	○	○	○
Quality planning performed	○	○	○	○	○
Quality standard identified	○	○	○	○	○
Human resource planned	○	○	○	○	○

V. Regarding Project Planning and communication Plan

1. Strongly Disagree 2.Disagree 3.Neutral 4.Agree 5.Strongly Agree

(Leave a blank if the question has no answer)

	1	2	3	4	5
Project team acquired	○	○	○	○	○
Communication plan prepared	○	○	○	○	○
Integrated project schedule prepared	○	○	○	○	○
Procurement plan developed (identifying which project needs can be best met by procuring products or services outside the project organization)	○	○	○	○	○
Solicitation planning prepared (preparing the documents needed to support solicitation/request)	○	○	○	○	○
The project completed on the original(planned) schedule	○	○	○	○	○

VI. Regarding Program Performance and Achievement

1. Strongly Disagree 2.Disagree 3.Neutral 4.Agree 5.Strongly Agree

(Leave a blank if the question has no answer)

	1	2	3	4	5
The project completed with the planned budget	○	○	○	○	○
The d delivered product met all specification in the planning stage ;	○	○	○	○	○
The project result satisfies the customer needs ;	○	○	○	○	○

--- THANK YOU VERY MUCH FOR YOUR TIME ----------

If you consider that the results of this research could be of your interest please fill the form below and a report with main results and conclusions will be sent to you.

Company Name

E-mail