



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Assessment of IT Project Management Practices in Zemen Bank S.C.

BY

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ADDIS ABABA, ETHIOPIA

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ADDIS ABABA, ETHIOPIA

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of **MULUADAM ALEMU, (Ph.D)**. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University School of Graduate Studies for examination with my approval as a university advisor

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A handwritten signature in blue ink, appearing to be 'Muluadam Alemu', written over a grid of horizontal and vertical lines.

Signature
June, 2021

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LIST OF ABBREVIATION

APM	Association for Project Management
BA	Bachelor of Art
BSC	Bachelor of Science
COVID	Coronavirus disease of 2019
DMS	Document Management System
ERM	Enterprise Risk Management System
IT	Information Technology
LOSI	Loan Origination System Implementation
PM	Project Management
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
HR	Human resource
SOW	Statement of Work
SPSS	Statistical Package for Social Sciences
WBS	work Break Down Structure

ABSTRACT

It is assumed that there are certain generally accepted project management practices which enhance the effectiveness of managing projects which are expected to be distinctive irrespective of the type of organization or project. Hence, the main purpose of this study is to assess IT Project Management Practices in Zemen bank using the ten project management knowledge areas defined by PMBOK. Primary data was collected by semi structured interview, closed and open-ended questionnaire. Accordingly, descriptive research design was used. This study uses both quantitative and qualitative research approach. Frequency, percentages and mean were used to analyze the data obtained. The findings of the study showed that, project schedule management and human resource management were least practiced. The study shows that the ten knowledge areas from PMBOK are practiced by most of the Zemen bank employees/respondents except that in time management which in turn displays there is a gap in practicing Project time management. Nevertheless, with the dynamic environment and the IT project nature, Zemen bank still need to implement the ten project management knowledge areas defined by PMBOK as a guideline.

Key words: *Project management, Project management knowledge areas, Project management practice, Zemen bank*

CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

Project management has become progressively more important in the growth of any nation. Various organizations have used project management techniques as a means of bridging the gap between failure and success in the implementation of projects. Regardless of this increasing awareness of project management by organizations, projects still fail. Project management is being regarded as mandatory for the survival and success of projects such as the one being studied. It is mandatory not only for project-based organizations but also for any firm in order to survive in rapidly changing technological and market environment. Nowadays, most firms are realizing that project management and productivity are related and businesses should be managed as a series of projects (Kerzner, 2009).

A project is an endeavor which has typical qualities from routine and daily activities in that it is a one-time exertion and unique group of activities to result in a product or service that has not existed before (Watt, 2014). PMI (2017:13) defined project as “a temporary endeavor undertaken to create a unique product, service, or result” (PMI, 2017). Information technology has transformed the business in corporate organizations and information technology strategies are emerging to replace the traditional way of business in an organization (Tsai, 2003).

Organizations are implementing latest IT applications so as to reinforce their operations and to supply the optimum value to their customers. For controlling processes and activities while implementing these IT applications, IT project management is conducted that deals with Information Technology infrastructure, information systems or Software projects (Almgren, 2014). Information Technology project management is the process of adequate planning, determination and vision of success of IT projects with leadership, know-how, motivation and a clear vision of what each project will produce, what it will cost, and when it will end (Phillips, 2010).

Project management is essential for IT project success. Therefore, software project management consist of a number of tools, techniques, and knowledge essential for processes of managing,

allocating and timing resources for completing the project efficiently and effectively (Hazra, 2012). It is essential to assess specific project type compatibility with tools and techniques.

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

Within today's rapidly changing business environment, better performance to IT project success could not be attained with practical separation of project management aspects from the technical or engineering ones (Ralph & Kelly, 2014). It requires both dimensions which are project management and IT project. IT project is considered to be successful if it delivers the product as it meets the IT engineering and project management objectives. Therefore, it is advisable to spot critical factors that cause projects' success/failure. There are various factors that affect the failure of software projects related with both project management and software engineering (Saputra & Arman, 2015)

Information Technology (IT) is the automation of processes, controls, and information production using computers, telecommunications, software and ancillary equipment such as automated teller machine and debit cards (Johnson, 2005). Irechukwu (2000) lists some banking services that have been revolutionized through the use of IT as including account opening, customer account mandate, and transaction processing and recording. Communication technology deals with the physical devices and software that link various computer hardware components and transfer data from one physical location to another (Laudon & Laudon, 2001). IT products in use in the banking industry include automated teller machine, smart cards, telephone banking, electronic funds transfer, electronic data interchange, electronic home and office banking (Johnson, 2005).

In order to either sustain or enhance on their competitive advantage in an ostensibly growing industry, banking institutions invest fortune or substantial amounts in IT resources, which could also reveal new means of creating value for both the bank and the customer (Phillips, 2010).

According to the annual performance report of Zeman Bank (2020), Mobile Banking and Internet banking Solution, Enterprise Risk Management System (ERM), Loan Origination System

Implementation (LOSI), and Document Management System (DMS), are some of the projects which are registered under success and started operation.

Even though the above are the right theoretical clarification, it doesn't necessarily mean that every organization is practicing project management or uses its principles, techniques, tools and templates. Some organizations manage projects using the traditional hierarchical structure and others incorporate the project structure into their existing structure and there are also organizations with pure project organizational structure.

Hence, the purpose of this study is to assess the effectiveness of projects by groping how managers and their teams are undertaking the project knowledge areas such as project scope management, project time management, project cost management, project quality management, project risk management, project integration management, project human resource management, project communication management, project Procurement management and project stakeholder management; which are discussed later in this paper. Furthermore, the study is an attempt to contribute to fill the gap in current literature and forward possible recommendations to enhance the practice of project management at Zeman Bank S.C.

1.2 Background of the Organization

Zemen Bank was founded in 2008 with a vision of being different in both style and in substance from all Ethiopian banks that came before it. The original feasibility study of the then Access Bank drafted in October 2007 put the Bank's two-pronged vision as follows: (1) "Enhancement and expansion of existing products and services offered by other banks," and (2)" Development and provision of innovative products and services, which are not currently offered by other banks." To realize this vision, the feasibility study emphasized the need to: (1) raise customer service standards to levels not before seen in the industry; (2) introduce previously non-existent products, and; (3) deploy world-class IT systems and processes.

Zemen Bank's corporate customers can now offer the disbursement of salaries using these cards and employees are now able to withdraw their salary conveniently at an extensive ATM network instead of queuing at the bank's branch. These employees automatically become new customers of Zemen Bank, thus allowing the bank to widely expand its customer base without compromising its dedication to corporate and high-end customers.

Many of these objectives were put in place from the very outset, as Zemen Bank: offered its customers novel standards of service (e.g. the then longest working hours, comfortable and luxurious physical facilities, personalized banking services); invested substantial funds into I.T. infrastructure; provided deposit products tailored to a niche market; introduced competitive interest rates for both depositors and borrowers (exporters); and committed itself to unconventional loan products such as unsecured credits (cash-flow based lending) and consumer loans. By pursuing these distinctive approaches, the Bank branded itself as a dynamic new entrant to the market. All these elements were also captured in the Bank's adopted symbol—a charging bull—which stood for its aggressive and innovative positioning within the Ethiopian industry, its desire to challenge the status quo, and its hint at world-class banking standards along the lines of Wall Street banks with similar logos.

1.3 Statement of the Problem

According to Cornelia and Georgiana, (2011), there are three reasons why financial institutions have been and still are vigorously putting resources in technology and thus IT projects. They are to scale back operating costs with information technology efficiencies; to serve their current customers and attract new customers by offering new products and services; and to implement sophisticated information management system and techniques (Cornelia & Georgiana,2011).

However, satisfactory research had not been done in examining the viability of project management processes and practices on performance of projects in Ethiopia (Hailu, 2016; cited in Freezer, 2018). This includes information technology projects run in various sectors in Ethiopia.

In order to change Zeman bank into a world-class bank, the bank is endeavoring numerous projects to boost its service deliverable and equip its operations in state-of-the-art technology. Therefore, the success of such projects becomes very important for the accomplishment of the bank's vision. So as to manage the implementation of the projects and provide help an enterprise Program Management workplace was established by the bank. According to Wysocki (2014), the responsibility of supporting these projects and project teams that undertake specific projects is mandated to Project Management Offices.

According to Wideman (1998) "Project Management Body of Knowledge (PMBOK) published by the Project Management Institute (PMI) represents the knowledge and practice that is generally

accepted and unique or nearly unique to the field of project management”. There are ten project management knowledge areas covered by the PMBOK guide.

Projects are said to achieve success if the iron triangle criteria area unit met: delivered on time, within budget, and meeting the preset quality measures. If the project takes a long time, it needs further resources, and budgets and this will increase labor, material, machinery, and equipment cost. This affects the budget of other projects and generally, it affects the economy of the country.

Similarly, because of delay in project implementation the folks and therefore the economy has to be compelled to watch for the availability of public and services facilities longer than necessary. It’s obvious that the failure of the project limits the growth of the economy as a result of the output provided by infrastructure, construction, manufacturing, and IT projects serve as input for several other sectors of the economy.

During the interview with the project management Director, some issues were identified. There has been a delay within the projects (Enterprise Risk Management System, Document Management System). The bank has suffered from IT projects’ failure and it has been found that IT project management is challenged for various reasons as it compares with infrastructure projects. These IT projects fail to satisfy customer’ needs as per the parameters of time, quality and cost. Some of its challenges are related with uniqueness of IT and lack of skill, knowledge and tools for IT project management and IT development or customization.

Moreover, there is an abundance of recommendations for performing the various processes of project management, including scope estimation, activities definition and sequencing, cost determination, risk management, and so on. However, the challenge is how to combine standalone techniques into a practical and workable process. In other words, the appropriate approach is a balanced process that covers the entire project management. Unfortunately, adequate research had not been done in illustrating how to integrate techniques in this way

At lightweight of the above facts, conducting an academic analysis that focuses specifically thereon IT projects of Zeman Bank. Therefore, this study tries to try to fill the gap by assessing the project management practice using the 10 project management knowledge areas outlined by PMBOK.

1.4 Research Questions

This study aims to fill the gap by answering the following research questions:

- To what extent is the current IT project management practice effective in Zemen Bank according to project management knowledge areas?
- What are the challenges in practicing IT project management in Zemen Bank?

1.5 Objective of The Study

1.5.1 General Objective

The general objective of this study is to assess IT project management practices in the case of Zeman Bank.

1.5.2 Specific Objectives

The specific objectives of the research include:

- To assess how well project scope management is practiced in Zeman Bank IT development and or customization projects.
- To assess how well project time management is practiced in Zeman Bank IT development and or customization projects.
- To assess how well project quality management is practiced in Zeman Bank IT development and or customization projects.
- To assess how well project cost management is practiced in Zeman Bank IT development and or customization projects.
- To identify the areas of improvements in Zeman Bank IT development and or customization projects.

1.6 Significance of The Study

This study can be helpful for the project to demonstrate the contribution of effective project management processes and methods so as to improve the practice of future project to be done in Zeman bank by achieving the goals of the project within planned time, under the given budget and at agreed or targeted quality required of products efficiently and effectively.

Also results of this study will be valuable for Zeman bank and other organizations, with similar project overseeing offices, in fine-tuning their practices to enhance the value they get from the project managers. Additionally, it could be used as a reference for other researchers who want to make further investigation in the area.

1.7 Scope of The Study

The study focused on specific IT projects and IT project management professionals in Zeman bank with their project teams and provided details about the processes the bank had in place to manage IT projects. The paper has seen only how the project management knowledge areas implemented on the organizations. This study has tried to assess how all the ten-project management knowledge area are practiced in Zemen bank. Therefore, in this study, the researcher selected descriptive survey study design and a census sampling method to gather all the relevant information and employed both quantitative and qualitative approaches. The research is conducted using structured questionnaires as a means of primary data collection.

1.8 Limitation of The Study

This is a research project so that like any other project endeavor it has its own challenges. Hence, the researcher faced some limitations in the course of the research project. This paper is only focusing on the knowledge areas and other practice areas like the project management process groups have been excluded. The first challenge was data collection which was a bit difficult as the project members were working from home because of COVID-19 pandemic even if they are under PMO, the other impact of COVID-19 was most projects were held as the focus was turned to new project to reduce the work force at customer service, also face to face interviews where impossible as the bank have a strict new policy to reduce contact to back officers.

1.9. Organization of The Thesis

The research consists of five chapters. Chapter one the introductory part consists of a background of the study, statement of the problem, research questions, research objectives, significance of the study, the scope of the study, limitation of the study, and organization of the study. Chapter two deal with review of the related literature where current related works including relevant studies in the field will be reviewed. The third chapter shall deal with the research design and methodology that describes the research approach & research design/type, the data collection methodology & procedure, the data analysis methods, validity and reliability as well as ethical consideration. The fourth chapter presents analysis of the data and presentation of the output. In the last chapter, the major findings are summarized based on the findings; conclusions are made accordingly; and workable recommendations is forwarded.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter was to give detailed information about by reviewing IT project management, theoretical, conceptual, and empirical literature conducted so far. Moreover, a review of related literature helps to adapt the best methods and approaches for IT project management practice. As Creswell (2013) defined the literature review is a piece of a recap of journal articles, books, and other documents that define the past and the current state of information on a specific research study. Therefore, a review of related literature enables the researcher to discover existing knowledge in a specific area.

2.2 Theoretical Review

2.2.1 Definitions of Project and Project Management

Many definitions have been given to Projects by different authors. Wysocki (2014) defined project as “a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification.” Moreover, the Project Management Institute defined a project as “a temporary endeavor undertaken to create a unique product, service or result” (PMI, 2017).

Kerzner (2013) also defined a project as any series of activities and tasks that have specific objectives, defined start and end dates with funding limits, consume human and non-human resources and they are multifunctional. Project has also been defined as a unique set of coordinated activities, with definite starting and finishing points, undertaken by an individual or organization to meet specific performance objectives within defined schedule, cost and performance parameters' (Hindi, 2013).

A project has been defined as “a complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications design to meet customer needs” (Gray & Larson. 2008). According to (Wysocki, 2014) a project is defined as a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification.

Like any other organizational activity projects utilize resources. Projects consume human and nonhuman resources (i.e., money, people, and equipment) (Kerzner, 2009). But these resources are limited for projects. Projects have resource limits, such as a limited amount of people, money, or machines that are dedicated to the project (Wysocki, 2014).

Project management on the other hand is defined as the use of knowledge, skills, tools, and techniques in project activities needed to meet project requirements (PMI, 2017).

Project management is a process that includes initiating a new project, planning, putting the project plan into action, and measuring progress and performance. It involves identifying the project requirements, establishing project objectives, balancing constraints, and taking the needs and expectations of the key stakeholders into consideration.

Wysocki (2014) defined project management as a set of tools, templates, and processes designed to give response to what the business situation is being addressed by the project, what is the business need and to answer what, how will the business do the project.

According to the PMI (2013, project management involves applying knowledge, skills, tools, and techniques during the course of the project to accomplish the project's objective. It is the responsibility of the project manager to ensure that project management techniques are applied and followed.

On the other hand, project management has been defined from management functions perspective by Kerzner, (2009) as “the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives”.

Project Management is accomplished through the appropriate application and integration of Project Management processes, which are categorized into five Process Groups (PMI, 2013). These five Process Groups are: Initiating, Planning, Executing, Monitoring and Controlling, and Closing.

2.3 Software Project Management

A Software project deals not just only with the necessary composition of computer programs and rather it has numerous other elements associated with and three sequential processes (i.e. feasibility study, project planning and project execution) (Kundu, 2014). Essentially, it has two main co-related aspects of disciplines: engineering and project management (Jalote, 2002). The engineering attribute deals with constructing the framework and centers on issues, for instance how to plan, test,

code, and so on. The project management attribute is about knowing just what the project goals are for cost, schedule, and quality; then properly sorting and managing the engineering activities.

“Software project management is the process of planning, organizing, staffing, monitoring, controlling and leading a software project.” (ANSI/IEEE 1987; cited in Hodgson, 2002). It facilitates software development activities so as to deliver software products on time and without defects (Chemuturi & Cagley , 2010). It requires processes of managing, allocating and timing resources for completing the project efficiently and effectively (Hazra, 2012). In this manner, software project management is functioning on to empower a group of developers to work effectively towards the various project goals including timely completion of the project.

However, software project management is not an easy task and management of software projects is much more complex than management of many other types of projects. For better understanding of this, the corresponding features of project management and software development should be examined (Stepanek, 2005). In analyzing the interactions, there are unique characteristics of software development as shown in the following figure.

Figure 2. 1 Unique Characteristics of Software Development

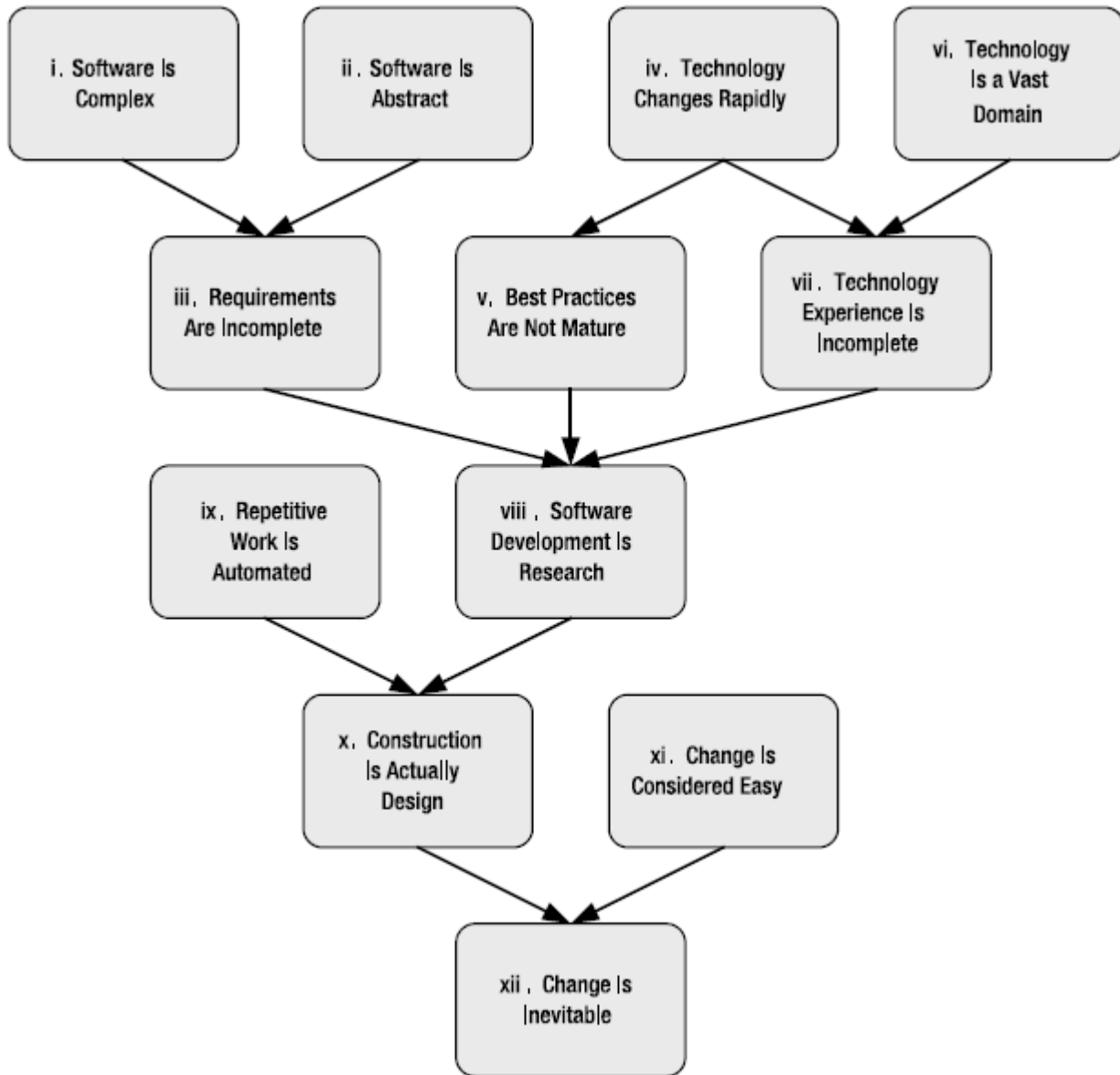


Figure 2. 2 Unique Characteristics of Software Development

Source: Stepanek, (2005)

Software is Complex: Complexity is derived from a nature of software having the number of lines of code. The instructions of software interact with each other in a nonlinear fashion. They sometimes span two or more lines and the complexity of the whole increases.

Software is Abstract: It is intangible because of its nonphysical nature. Therefore, it is hard to visualize and draw blue prints.

Requirements are Incomplete: Software is typically designed for the needs of users and managers, not for developers. It is impossible to accurately draw up a complete set of requirements.

Technology Changes Rapidly: Projects are facing new opportunities, challenges and threats that represent the substantial and accelerated transformation in society, academics and science due to technology changes for present and future perspectives.

2.4 Project Management Knowledge Areas

Project knowledge area is recognized by its knowledge prerequisites and depicted in terms of its component processes, practices, inputs, outputs, tools, and techniques (PMI, 2017). There are ten project management knowledge areas which are: project integration management, project scope management, project time management, project cost management, project quality management, project human resource management, project communications management, project risk management, project procurement management and project stakeholder management.

2.4.1 Project Scope Management

It is the criteria (measure) for project success (time, cost and deliverables) must be determined and agreed upon with all stakeholders at the beginning of the project. It ensures the inclusion of all the work required to complete the project successfully.

The ability to define and then effectively control the scope of a project depends a lot on the goals and requirements of the project. For this reason, we need to gather the necessary information up front, before we ever start the project. By clearly understanding the needs of the stakeholders and the capabilities and constraints of our resources, we have a higher chance to succeed (Jessie, 2010).

Plan Scope Management: The process of creating plan documents how the project and product scope will be defined, validated, and controlled.

Collecting requirements which involves defining and documenting the features and functions of the products to be produced during the project as well as the processes used for creating them. The project team creates stakeholders' requirements documentation, a requirements management plan and requirements traceability matrix as outputs of the requirements collection process.

Define Scope: The method of developing an in-depth description of the project and product

Creating the work break down structure (WBS) which involves subdividing the major project deliverables into smaller, more manageable components. The main outputs include a work break down structure, a WBS dictionary, a scope baseline, and updates to project documents.

Validate Scope: The method of formalizing acceptance of the finished and closed project deliverables.

Controlling scope which involves controlling changes to project scope throughout the life of the project a challenge on many information technology projects. Scope changes often influence the team's ability to meet project time and cost goals. The project managers must carefully weigh the costs and benefits of scope changes. The main outputs of this process are change requests, work performance measurements, and updates to organizational process assets, the project management plan, and project documents.

2.4.2 Project Time Management

It is an integrated project schedule (plan) which identifies activity sequences, activity duration and resource requirements. The processes required to ensure the timely completion of the project by identifying and documenting the specific activities (work to be done) to produce the project deliverables (outcomes).

Plan Schedule Management: The procedure for establishing the policies and documentation to make sure the timely completion of the project.

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

Sequence Activities: The process of identifying and documenting dependencies among the project activities.

Activity Duration Estimating - estimating the number of work periods which will be needed to complete individual activities.

Develop Schedule: The process of making the project schedule model through analyzing activity sequences, durations, resource requirements, and schedule constraints.

Schedule Control - controlling changes to the project schedule by measuring results, by adjusting.

2.4.3 Project Cost Management

The major processes under project cost management stated in PMBOK (2013) are, resource planning, cost estimating, determine budget and cost control. In resource planning, we need to know

what resources (people, equipment and materials) and what quantities of each should be used to perform project activities. After determining resources, the second process would be estimating the cost by developing an approximation (estimate) of the costs of the resources needed to complete project activities, which includes indirect cost and contingency reserves.

Plan Cost Management: The process of defining how the project costs will be estimated, budgeted, managed, monitored, and controlled.

Estimate Costs: The process of developing an approximation of the monetary resources needed to finish project work.

Determine Budget: The process of aggregating the estimated costs of individual activities or work packages to determine an approved cost baseline.

Control Costs: The process of monitoring the status of the project to update the project costs and manage changes to the cost baseline.

2.4.4 Project Quality Management

The process ensures if the project will satisfy the needs for which it was undertaken. In this process, quality standards for the project deliverables (outputs) must be identified. There are three sub-processes which need to be included in the process.

Plan Quality Management: The process of documenting how the project will demonstrate compliance with quality requirements and/ or standards.

Manage Quality: The process of overseeing all activities and tasks to be accomplished consistent with the quality management plan.

Control Quality: The process of monitoring and recording the results of executing the quality management activities to assess performance and make sure the project outputs are complete, correct, and meet customer expectations.

2.4.5 Project Risk Management

Kerzner (2009) states that risk management is the act or practice of dealing with risk. It includes planning of risk, identifying risks, analyzing risks, developing risk response strategies and monitoring and controlling risks to determine how they have changed. Risk management is one aspect of sound project management and seeks to increase the probability of project success.

Plan Quality Management: The process of documenting how the project will demonstrate compliance with quality requirements and/ or standards.

Manage Quality: The process of overseeing all activities and tasks to be accomplished consistent with the quality management plan.

Control Quality: The process of monitoring and recording the results of executing the quality management activities to assess performance and make sure the project outputs are complete, correct, and meet customer expectations.

Risk Management: Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project. The Project Risk Management processes are:

Plan Risk Management: The process of defining the way to conduct risk management activities for a project.

Identify Risks: The process of identifying individual project risks as well as sources of overall project risk, and documenting their characteristics.

Perform Risk Analysis: The process of prioritizing individual project risks and further analyzing the combined effect of identified individual project risks by assessing their probability of occurrence and impact as well as other characteristics.

Plan Risk Responses: The procedure of developing options, selecting strategies, and agreeing on actions to deal with overall project risk exposure, as well as to treat individual project risks.

Implement Risk Responses: The procedure of implementing agreed-upon risk response plans.

Monitor Risks: The procedure of monitoring the implementation of agreed-upon risk response plans, tracking identified risks, identifying and analyzing new risks, and evaluating risk process effectiveness throughout the project.

2.4.6 Project Human Resource Management

According to human resource management expert, (Ivancevic, 2010) Human resource management is defined as the process of linking the human resource function with the strategic objectives of the organization in order to improve performance. Human resource Management is required to make the most effective use of people involved with the project. The major sub processes under project human resource management identified are organizational planning which helps in identifying, documenting and assigning project roles, responsibilities and reporting relationships.

2.4.7 Project Communications Management

According to PMI (2013) guide, there are four major processes under this knowledge area. The first is communications planning which helps in determining the information and communications needs of the stakeholders who needs what information, when will they need it and how will it be given to them. Then it is information distribution which supports to make all needed information available

to project stakeholders in a timely manner. The third is performance reporting which helps in collecting and disseminating performance information which includes status reporting, progress measurement and forecasting. Finally, administrative closure comes so as to generate, gather and disseminate information to formalize phase or project completion and to ensure optimal information flow for effective stakeholder expectation management.

2.4.8 Project Procurement Management

According to the PMI (2013) , this process is required to acquire the goods and services from outside the performing organization and includes the below major processes. Procurement Statement of Work (SOW) is a legal document subject to legal reviews and legal advice should be sought throughout the whole procurement process.

Procurement planning: that helps in determining what to procure, when to procure and whether to obtain products/services outside of the organization.

Solicitation planning: it helps to document product requirements, identifying potential sources and pre-meeting with them. Then it is solicitation which helps in obtaining quotations, bids, offers, or proposals as appropriate.

2.4.9 Project Integration Management

Project integration management ensures that the project is properly planned, executed, and controlled, including the exercise of formal project change control. As the term implies, every activity must be coordinated or integrated with every other one in order to achieve the desired project outcomes.

The major processes under project integration management are; develop project charter, project plan development, project plan execution and overall change control. The first process helps formally authorize the project and allow the project management to apply organizational resources. Project plan development aids in taking the results of other/subsidiary planning processes and putting them into a consistent, coherent document. Project plan execution helps to carry out the project plan by performing the activities included therein and implementing the approved process improvement plans and changes. Finally, overall change control supports in coordinating changes across the entire project.

2.4.10 Project Stakeholder Management

Project stakeholder management includes the processes required to identify and manage the people, groups, or organizations that could impact or be impacted by the project. The term “stakeholder” is true to itself. The project manager must ask himself, “Who holds a stake in the outcome of the project?” If those viewed as stakeholders may affect or be affected by the project, then it is vital that they be identified and appropriately managed. All stakeholders should not be considered equal. The time and effort invested managing stakeholder engagement must be planned and executed according to their influence and support of the project.

- Identify stakeholders- documenting stakeholders’ importance/influence and their interest Levels
- Plan stakeholder management- contains desired engagement levels, scope and impact to stakeholders, interrelationships, communication requirements and forms, how to update the plan
- Manage stakeholders Engagement- Effective communication between project stakeholders so as to meet their expectations and address issues. It includes building trust and resolve conflicts, negotiation and communication skills
- Control stakeholders’ engagement- monitoring overall stakeholder relationships and adjusting strategies and determining frequency of project progress review with customer

2.5. Empirical literature

A study done by Mohammed (2019) on Information Network Security Agency based on the ten PMBOK knowledge areas used a descriptive research, the target population of the study was INSA’s project management department. A total of 20 questionnaires were distributed and an in-depth interview were conducted with 8 employees, the research indicated that Poor project management practices and applications leads majority of Information Network Security Agency software development projects to unsuccessful.it also adds that the organization lacks developing a project implementation mechanism that gives a clear understanding of the expected project outputs and the quality specifications.

Tigest Sileshi (2017) in her study “Assessment on Project Management Practices: a case study on Japanese Social Development Trust Fund Grant Project” explained and suggested that some project management knowledge areas i.e. Project scope, time, quality, cost, risk and integration management were not effectively practiced in the project. Correspondingly, project stakeholders, human resource, communication and procurement management were practiced traditionally even though formal procedures were not followed as a standard for project management which is due to no professional project management person was assigned in the project. Thus, this study suggested for the project to implement project management knowledge areas by following formal procedures based on the processes under each knowledge areas.

Addisalem Bekele (2017), tried to assess the implementation of project portfolio management and its challenges: the case of Ethio telecom wireless network program of Addis Ababa and explained that, when maturity of ppm of an organization increases, capability to handle and prevents the different challenges of PPM increases and reaping of all the benefits of PPM practice can be achieved, effective capturing and dissemination of lesson learned and best practices of the application of PPM for all stakeholders of PPM are essential, communication regarding strategic direction of project portfolio for all the stakeholders is essential for creating a devotion to strategy throughout the structure of PPM governance, integration management is critical factor for successful implementation at the same time handling of challenges of PPM; so that the role of PMO to give an organizational focus on improving the management of project portfolio and builds up a common set of practices, principles and templates for managing projects portfolio is essential

Sintayehu (2017), assessed practices and challenges of knowledge transfer in offshore outsourced Telecom project in the case of Ethio Telecom and found that the current knowledge transfer practices are not mature in areas such as establishing processes and procedures, incentive schemes, and evaluation of training quality and content. There are also different challenges found to impact the effectiveness of knowledge transfer such as lack of organizational readiness, organizational politics, national culture, language barrier and informal relationships. Moreover, factors such as dissemination capability, willingness, trustworthiness, and knowledge complexity has been perceived as significant factors affecting knowledge transfer in outsourcing projects of the telecom sector.

Demoze (2017) in his assessment on practices and challenges of consultancy project management: the case of Ethiopian management institute, described that EMI does have major gaps in preparation and implementations of orientation session with clients, and detail assignment plan preparation and problem diagnosis. Developing strong alternative solution with their respective merits and demerits is a major gap. Implementation phase of consultancy services is not practice in EMI and monitoring, evaluation and closure phase practice are weak as compared to other phases. Lack of required resources, lack of client commitment, and lack of competency of consultants, weak contractual administration, lack of strong monitoring and evaluation system, client needs fluctuations, poor incentive mechanism and lack of commitment of consultants are the major challenges that EMI faces in managing its consultancy services. The study recommended EMI to work on human capital and facility development, business categorization and to practice all management consultancy phases end to end.

2.6. Conceptual framework of the study

The conceptual framework will show the practices with the knowledge areas. Thus, practicing these knowledge areas will enhance the organizations. Practicing each knowledge areas accordingly has its impact on each project. It shows assessing project management practices with the ten project management knowledge areas.

The conceptual framework will show the practices with the knowledge areas. According to Duncan (1996), the project management body of knowledge is "a comprehensive term that describes the accumulated knowledge within the profession of project management. Since the knowledge and practices described are applicable to most projects and there is a widespread agreement about their value and usefulness.

CHAPTER THREE

Research Design and Methodology

3.1. Research Design and Approach

The function of a research design is making research as efficient as possible to effectively deliver or produce appropriate information with minimal effort, time and money (Kotari, 2004). Research design depends on many factors such as research topic, audience of the research, time and resource availability and practical considerations like access to people and information (Greener & Martelli, 2015).

The objective of this research is to examine project management practice of IT projects of Zeman bank. This study was conducted with descriptive research design of quantitative and qualitative method. According to Meenu Mishra Pandey (2015: 84), the term descriptive is used for the techniques of investigation by a direct observation of a phenomenon or a systematic gathering of data from population by applying personal contact and interviews when adequate information about certain problem is not available in records, files and other sources. The study was more of quantitative; it also uses qualitative methods in order to triangulate the responses obtained from the close ended questionnaires.

3.2 Population and Sampling Technique

According to Hair, *et al.* (2010), target population is said to be a specified group of people or object out of which sample respondents can be selected. Therefore, for this paper, the target population includes employees of Zemen bank involved in project works. The target population of this study was all project managers, the team leaders and team members from IT projects. The project managers and team leaders might get involved in more than one IT projects in different times.

In this study census sampling technique was used in getting data from different members of different sections who deals with all project management work. The census sampling technique is defined as a complete enumeration of all items in the population (Kothari, 2004). The study used census technique as all the staff regardless of the post they occupy at the IT projects of Zeman Bank. So, in this study, 30 respondents which include the entire staff; project managers and other team members have participated. All the target populations are fully participated in the implemented IT projects by the bank.

3.3 Data types and sources

So as to get sufficient data, the study selects respondent on census survey. Only primary data source is used for the study, it was very difficult to collect secondary data because of the current global pandemic COVID 19. The primary data were collected from employees who are involved in project work this includes the technical experts, support staff and top-level executives. A self-administered questionnaire has been chosen because there is the need to obtain information at first hand from the respondents.

3.4 Methods of Data Collection

The study has used mostly primary data sources questionnaire and interview were used as a primary data collection tool. These data collection instruments were designed focusing on the effectiveness of project management practices, benchmarking the ten knowledge areas defined by PMI (2013) and based on the related review of literature. Questionnaires will be distributed to Project Coordinator, Project Manager, Project Members, Support Staffs of the Projects and others Technical Experts. Semi structured interview was conducted with the Project Director and Leaders of the Projects who serve as Project Managers.

3.5. Data Analysis Methods

The questionnaire was distributed to the target population and collected back then the data collected from the questionnaire was logged to the software called SPSS version 25 and using the software the data collected was analyzed quantitatively and the open-ended questions are analyzed qualitatively using sentences and phrases by bringing the common ideas and concepts of the responses together into common understanding. The questionnaire for close ended questions was developed with a Likert scale ranging from five to one; where 5 represents strongly agree, 4 agree, 3 neutral, 2 disagrees, and 1 strongly disagrees. The analyzed data is presented and interpreted using Table, Graph, Percentage and Numbers.

3.6. Reliability and validity

Uma and Bougie (2016), defined validity as a test of how well an instrument that is developed measures the particular concept it is intended to measure. According to them validity is concerned with whether we measure the right concept, and reliability with stability and consistency of measurement.

According to Uma and Bougie (2016) reliability is the test of how consistently or dependably a measuring instrument measure. Invalid source specified., stated the importance of reliability

checking in such a way that validity is a necessary but not sufficient condition of a measure rather it requires considering reliability. Pre-test on the questionnaire was also conducted in order to check whether the questions were understandable and clear enough for the context of respondents and some arrangements have been taken as per the result of the pre-test in order to make the instrument more valid According to him to be valid the instrument must first be reliable. In conducting the reliability test the researcher use Cronbach’s alpha to check reliability, of the questionnaire using SPSS statistics software 24. According to Uma and Bougie (2016) reliabilities less than 0.60 are considered to be poor, those in the 0.70 range, acceptable, and those over 0.80 good.

No	Variables	Cronbach’s Alpha	No. of Items
1	Project Scope Management Practice	0.820	5
2	Project Time Management Practice	0.880	5
3	Project Quality Management Practice	0.880	4
4	Project Cost Management Practice	0.921	5
5	Project Risk Management Practice	0.867	5
6	Project Integration Management Practice	0.864	4
7	Project Stakeholders Management Practice	0.807	5
8	Project Human Resource Management Practice	0.914	5
9	Project Communication Management Practice	0.882	5
10	Project Procurement Management Practice	0.906	7

Reliability Statistics

Result

Cronbach's Alpha	N of Items	
.8462	33	Reliable

3.7. Ethical Considerations

David and Resnik (2015), indicated that research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative works; such as trust, accountability, mutual respect and fairness. With the consideration of the above point; the study would be in line with the organizations policy in relation to any intellectual property rights of the organization and some confidential documents of the organization. Privacy of the respondents, their responses are strictly confidential and only used for academic purposes. Concerning references, all the materials and sources are properly acknowledged, research ethics would be given attention while developing and administering data collection tools and techniques. While obtain the required data; all the necessary absolute sensitivity and caution where be exercised.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter displays the discussion of the final results and the process through which the results were obtained. The chapter organized in two main parts. The first part is concerned with the demographic characteristics of respondents and the second part focused on analyzing, interpreting and presenting of the collected data. Regarding the data collection method, 30 structured questionnaires were distributed 24 of the questionnaires were filled and returned. All the data gathered were organized, tabulated and analyzed using SPSS software to get intuitive result.

4.2 Response Rate

Among the total of 30 questionnaires distributed to the project office 24 questionnaires were appropriately filled and returned which gives 80% return rate which is assumed to be suitable for further analysis. An interview through zoom was also held with the project director as a source of primary data.

4.3 Background information of the Respondents

This Section summarizes the Sex of respondent, age of respondent, work experience (service years) in the organization, experience in IT project implementation, educational level and respondents' position (Level) in the organization. The main focus of this section is to show the proportion female and male respondents, their work experience in the company, their experience in implementing IT project, educational level of employees in the project. Based on this, we will see all the demographic characteristics of the respondents one by one as below

Characteristics	Frequency	Percent (%)
Job level in the organization		
Director	1	4.2
Project Manager	2	8.3
Project Coordinator	3	8.3
Team Leader	2	12.5
Technical Team Member	7	29.2
Support Staff	9	37.5
Total	24	100.0
The period in the project work		
Less than 3 years	6	25
3-5 years	10	41.7
6-8 years	6	25
Above 8 years	2	8.3
Total	24	100.0
Educational Level		
High School completed	0	0
Diploma	1	4.2
BA/BSc	15	62.5
MA/MSc	8	33.3
Total	24	100

Source: own computation from survey data (2021)

Table 4.1 Background information of the Respondents

4.3.1 Work Experience

As shown above in table 4.1, Zeman bank IT project staffs were asked to show their work experience in the company and indicated majority (41.7%) of them have 3-5 years of work experience, 25% of the respondents have three or less years of work experience and 8.3% of the respondents have greater than 8 years of work experience in the company and the remaining 25% within the interval of 6-8 years of working experience in the company. This indicates majority of the staff assigned in the project have more than five years of work experience or can be said adequate number of senior staffs were assigned in the project and this might positively contribute for successful implementation of the project.

4.3.2 Job Position

The respondents in Zemen Bank were also asked to indicate their position and as indicated in Table 4.1, 37.5% of the respondents were support staff. The second largest group with 29.7% are technical support with 12.5% of the respondents were team leaders and 8.3% being Project Coordinator and project managers with one Director (4.4%). This shows that the hierarchy of the Zemen bank is well structured with enough support staff for the technical team supervised by team leaders and the team leaders will debrief their respective project coordinators. Both project managers will be supervised by the Director.

4.3.3 Educational Level

As depicted in Table 4.1; respondents were asked to show their highest level of education achieved and indicated majority (62.5%) of them have first degree. 33.3% of the respondents in the project have master's degree and 4.1% of the project staffs have diploma. This indicates majority of the project staffs have first degree and above level of education. And this might imply that majority of our respondents are appropriate and capable of understanding the questionnaires and all about Zemen bank IT projects.

4.5 Assessing the Project practice using the Project Management Knowledge areas

Assessments of project management knowledge areas in the project office is obtained by taking mean scores of the questions and responses of respondents under each knowledge areas and results are discussed in the following sections. Mean Values have been interpreted by adopting the criteria suggested by (Scott., 1999). The same author suggested that for Likert

type scale ranging from 1 (Strongly Disagree/ highly dissatisfied) to 5 (Strongly Agree/Highly Satisfied), interpretation should be like; mean up to 2.8 is considered as Disagree, from 2.9 to 3.2 means neutral or neither disagree nor agree and mean above 3.2 is considered as an agree.

Table 4.3 Practice of Project Scope Management

Factors	S.D.		D		UD		A		S.A.		Mean	SD
	n	%	n	%	n	%	n	%	n	%		
Plan scope management Defined	0	0	0	0	4	16.6	16	66.7	4	16.6	4.27	0.38
Requirements - defined from the beginning	0	0	0	0	12	28.6	21	87.5	1	4.2	3.96	0.35
WBS - created	0	0	0	0	4	8.3	19	79.2	1	4.2	4.00	0.41
Scope -verified	0		1	4.1	11	26.2	20	47.6	2	4.8	3.88	0.44
Changes to project scope controlled	0	0	1	4.1	10	41.7	12	50	1	4.1	3.54	0.65

NB:S.D. – Strongly Disagree; D – Disagree; UD – undecided; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

From the data in Table 4.3, a higher number/percentage 16 (66.7%) out of a total of 24 research participants answered that plan scope management was well defined. Four respondents (16.7%) were in a state of confusion whether plan scope management was defined or not while the remaining 16.7% (4) respondents strongly agreed that the plan scope management was clearly defined. By using the mean value 4.27, it can be assured that the plan scope management was defined.

The data in Table 4.3 again shows that 4.2% of respondents strongly agreed that IT projects requirements definition was done at the beginning while 87.5% agreed on the statement. In contrast, 28.6% responses stayed neutral as they have less information about the projects. The mean value was 3.96 and the overall analysis shows that IT project requirements were well defined at the beginning.

Respondents were asked whether the Work Breakdown Structure (WBS) was created, the majority of respondents, 4 out 24 respondents showed that they did not show their reflection, put themselves on neutral while 19 (79.2%) respondents agreed that it was created. One respondent Strongly agreed that WBS was created and a mean value of 4 was reached. Based on this result, a conclusion could be reached on WBS was created.

Next, the researcher asked the respondents if scope was verified for IT projects in Zemen Bank. As can be seen from table Practice of Project Scope Management, of 24 responses, only 1(4.1%) disagreed that it was verified, 11(26.2%) were uncertain. Interestingly, the majority respondents, 20(47.6%), agreed that scope was verified and 2(4.8%) were strongly agreed. Furthermore, the

mean and the standard deviation were 3.88 and 0.44, respectively. For the question on project scope verification, the figures show that scope was verified

Although 41.7% of respondents indicated their uncertainty on changes to project scope were controlled, the majority of the response were shown on the right side of neutral position or agreement 12 (50 %) agreed and 4 (9.5%) strongly agreed. This was shown on the mean value of 3.54 Only 1 (4.1%) of respondents disagreed. This, therefore, implies that control attempts to scope change were done with a satisfactory level. As a result, based on the majority, changes to the project scope were controlled.

Hence, from this table4.3 Practice of Project Scope Management, one could say that the overall results seem carefully done on the project.

Table 4.4 The Practice of Project Time Management

Factors	S.D.		D		UD		A		S.A.		Mean	SD
	n	%	n	%	n	%	n	%	n	%		
Time management plan - developed	3	7.1	11	26.2	2	8.2	15	28.6	4	9.5	3.03	0.86
Activities - Defined	2	8.2	0	0	4	16.7	16	66.7	2	8.2	3.75	0.73
Activities - sequenced	0	0	2	8.3	6	25	14	58.3	2	8.3	2.67	0.76
Duration of activities - estimated	2	8.3	2	8.3	14	58.3	14	28.1	1	4.2	2.78	0.71
Changes to project schedule - controlled	0	0	3	12.5	6	25	13	54.2	2	8.3	2.88	0.83

NB

S.D. – Strongly Disagree; D – Disagree; UD – Undecided; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

As can be seen on table 4.4 The Practice of Project Time Management, on the response on the time management plan development, the highest percentage 15(28.6%) are shown on two scales, neutral and agree whereas only 4(9.5%) respondents strongly agreed that the plan was developed. 11(26.2%) and 3(7.1%) of respondents were disagreed and strongly disagreed, respectively. As a result, mean 3.03 and standard deviation 0.86 indicated that respondents were not sure whether the time management plan was developed.

In another case, the highest percentage, 4(16.7%), of respondents were not certain whether activities required for completion of project deliverables were defined or not. However, the next higher number of respondents, i.e. 16, was agreed for completion of activities definition whereas 2 were strongly agreed. By excluding neutral responses, 19 respondents positively and 2 respondents negatively witnessed with a mean value 3.75 and standard division of 0.73. As a result, activities were well defined.

However, 6 (25%) respondents out of 24 were not sure whether activities sequenced. The remaining respondents were 2 (disagreed), 14 (agreed) and 2 (strongly agreed). Hence, the defined activities were not sequenced by the value of mean, 2.67, the duration of the activities was not estimated.

Table 4.5 The Practice of Project Quality Management

Factors	S.D.		D		UD		A		S.A.		Mean	SD
	n	%	N	%	n	%	n	%	n	%		
Quality standards – identified	2	8.3	0	0	8	33.3	12	50	2	8.3	3.5	0.978
Quality standards – reviewed	1	4.2	1	4.2	12	50	9	37.5	2	8.3	3.33	0.816
Project performance - evaluated on regular basis	2	8.3	5	20.8	7	29.2	9	37.5	1	4.2	3.08	1.06
Results - monitored whether comply with quality standards	1	4.2	7	29.2	6	25	8	33.3	2	8.3	3.13	1.076

NB: S.D. – Strongly Disagree; D – Disagree; UD – Undecided; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

The data in the table shows the results gathered based on the observations and experiences of respondents in regard to the questions asked for assessing the practice of project quality

management on IT Projects in Zeman Bank. The highest percentage (91.6%) of respondents for identification of quality standards were in the scales of neutral and agree; and the second highest percentage (8.3%) was on strongly disagree scale. Therefore, quality standards were identified.

Similarly, for other questions regarding quality management, the majority (95.8%) of respondents were certain about review of quality standards, regular project performance evaluation and monitoring to verify their compliance with the identified standards.

The above four questions in Table 4.5 the practices of project quality management, investigated the project quality management on IT projects and showed that it was as it was supposed to be. As a result, IT project quality management was well practiced in Zemen Bank.

Table 4.6 The Practice of Project Risk Management

Factors	S. D		D		UD		A		S. A		Mean	SD
	n	%	n	%	n	%	n	%	n	%		
Risk management plan - developed	0	0	3	12.5	11	45.8	10	41.7	0	0	3.54	0.978
Risks - identified and registered	0	0	5	20.8	9	37.5	9	37.5	1	4.2	3.58	0.816
Risks - prioritized & implications - estimated	0	0	3	12.5	11	45.8	9	37.5	1	4.2	3.18	1.06
Risk response plan - developed	0	0	5	20.8	8	33.3	10	41.7	1	4.2	3.39	0.85
Identified risks - monitored and controlled	0	0	2	8.3	11	45.8	9	37.5	2	8.3	3.42	1.076

NB: S.D. – Strongly Disagree; D – Disagree; UD – Undecided; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

The data in Table 4.6 show that factors of Project Risk management mean score range between 3.24 up to 3.58 with the standard deviation (SD) 0.81 up to 1.06 which shows that the listed factors are practiced and the individual responses did not deviate from the mean.

According to Table 4.6 which is intended to show the practice of project risk management in the project office, it can be clearly seen that the mean of each factors and average mean of the factors become above standard. This implies that, the project office has a practice of project risk management according to the respondents. As the project coordinator and manager replied in the interview that early warning signs of problems are identified in time when it occurred

Table 4.7 the Practice of Project Cost Management

Factors	S.D.		D.		UD		A		S.A.		Mean	SD
	n	%	n	%	n	%	n	%	n	%		
Quantity of resources – determined	0	0.0	3	12.5	2	8.3	16	66.7	3	12.5	3.79	0.84
Cost plan - well-Defined	1	4.2	2	8.3	5	20.8	12	50.0	4	16.7	3.67	0.78
Project cost – estimated	0	0	2	8.3	2	8.3	15	62.5	5	20.8	3.96	0.83
Required budget – determined	0	0	3	12.5	1	4.2	17	70.8	3	12.5	3.83	0.82
Changes to budget - controlled	2	8.2	2	8.3	13	54.4	7	29.2	0	0.0	2.9	0.63

NB: S.D. – Strongly Disagree; D – Disagree; UD – Undecided; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

The figures and percentage in table above show the majority of the respondents were sure about IT project cost management practices inquired. With 3(12.5%) and 16(66.7%) respondents strongly agreed and agreed that the quantity of project resource determination was done for IT projects in the bank. 12(50%) respondents agreed that the cost plan was well defined while 3(12.5%) respondents had given a negative response. When changes happened to project budget, 13(54.4%) respondents have a neutral stand while 2(8.2%) disagrees with that IT projects had cost control. To sum up, on IT projects in the bank, the project cost management was practiced appropriately on resources determination, cost and budget estimation. However, budget changes were not controlled at the proper level.

During online interview with the IT project director, cost of each and every IT project

Table 4.8 Project Integration Management Practice

Factors	S.D.		D.		UD		A		S.A.		Mean	SD
	n	%	n	%	n	%	n	%	n	%		
Project plan was developed by taking the results of other planning processes	0	0.0	3	12.5	2	8.3	16	66.7	3	12.5	3.79	0.84
Project work was managed	1	4.2	2	8.3	7	29.2	12	50.0	4	16.7	3.67	0.78
Project work was monitored and controlled	0	0	4	16.6	9	37.5	15	62.5	5	20.8	3.96	0.83
There was effective coordination of project activities	0	0	6	25	1	4.2	16	70.8	3	12.5	3.83	0.82

NB: S.D. – Strongly Disagree; D – Disagree; UD – Undecided; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

Table 4.8 shown that factors of Project Integration management mean score range between 3.65 up to 3.84 with the standard deviation (SD) 0.78 up to .84 which shows that the listed factors are practiced and the individual responses did not deviate much from the mean.

Table 4.8 illustrates that most of the respondents agreed and on almost all of the factors of project integration management practice in the project which has a mean value of 3.79 which is above standard. However, 14(22.2%) respondents put themselves in a neutral position and 4(16.7%) respondents disagreed that project plan was developed by taking the results of other planning processes. Out of the 24 respondents 7(29.2%) and 9(37.5%) respondents have no idea about whether project work was managed, monitored and controlled and 4(16.6%) and 6(25%) respondents are disagreed with it. In terms of coordination of project activities 3(12.5%) respondents are neutral and 4(16.6%) respondents are disagreeing with it.

Table 4.9 Project Stakeholders Management Practice

Factors	S.D.		D.		N.		A		S.A.		Mean	SD
	n	%	n	%	n	%	n	%	n	%		
Project stakeholders were identified	0	0.0	3	12.5	2	8.3	16	66.7	3	12.5	3.79	0.84
Stakeholder management plan was defined	1	4.2	2	8.3	5	20.8	12	50.0	4	16.7	3.67	0.78
Effective communication between project stakeholders	1	4.2	2	8.3	1	4.1	15	62.5	5	20.8	3.96	0.83
Stakeholders engagement was controlled	0	0	3	12.5	1	4.2	17	70.8	3	12.5	3.83	0.82

NB: S.D. – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

The figures in Table 4.9 show that factors of Project Stakeholder management mean score range between

3.67 up to 3.96 with the standard deviation (SD) 0.78 up to 0.84 which shows that the listed factors are practiced.

As the above table shows, all the factors under stakeholders’ management have a mean value from 3.67 to 3.96. This result shows the project office has a good practice regarding the project stakeholder management. The document reviews as well as the interview conducted indicate similar results regarding the practice and confirmed that all the stakeholders were identified and communication between them was effective, and all the stakeholders were engaged as there was a monthly meeting between stakeholders to assure clear communication and mutual understanding.

Table 4.10 Project Human Resource Management Practice

Factors	S.D.		D		UD		A		S.A.		Mean	SD
	n	%	n	%	n	%	n	%	n	%		
Project roles, responsibilities and required skill were identified	0	0.0	2	8.3	2	8.3	17	70.8	3	12.5	3.89	0.92
Organizational chart and position descriptions were clear	0	0	0	0	8	33.3	12	50.0	4	16.7	3.82	0.85
Availability and assigning human resource	0	0	0	0	4	16.8	15	62.5	5	20.8	3.99	0.95
Project team was developed	0	0	3	12.5	1	4.2	17	70.8	3	12.5	3.83	0.94

NB: S.D. – Strongly Disagree; D – Disagree; UD – Undecided; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

Table 4.10 depicted that factors of Project Human Resource management mean score range between 3.82 up to 3.99 with the standard deviation 0.85 up to 0.95 which shows that all the listed factors are practiced well in the organizational. With specified job description and well-established organizational chart IT project team were deployed to their specific job position, during an interview with IT project manager, has address “the team is temporally developed while they are at their core duty station this creates” a burden for both project managers and to the supervisor at their deployed station.

Table 4.11 Project Communication Management Practice

Factors	S.D.		D		UD		A		S.A.		Mean	SD
	n	%	n	%	n	%	n	%	N	%		
Project roles, responsibilities and required skill were identified	0	0	0	0	5	20.8	16	66.7	3	12.5	3.89	0.84
Organizational chart and position descriptions were clear	1	4.2	0	0	5	20.8	12	50.0	4	16.7	3.67	0.81
Availability and assigning human resource	0	0	2	8.3	2	8.3	15	62.5	5	20.8	3.96	0.86
Project team was developed	0	0	2	8.4	2	8.4	17	70.8	3	12.5	3.84	0.85

NB: S.D. – Strongly Disagree; D – Disagree; UD – Undecided; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

The figures in Table 4.11 show that the mean score for factors of Project Communication management range between 3.67 up to 3.96 with the standard deviation (SD) 0.81 up to 0.86 which shows that the listed factors are practiced.

Most of the respondents as shown on Table 4.11, put themselves on agree and strongly agree scale of response for the questions raised on the factors of the project communication management. This was also supported by the interview held with the IT project director explained as “the communication was focused on reporting results of activities rather than only having two-way communications”.

Table 4.12 Project Procurement Management Practice

Factors	S.D.		D		UD		A		S.A.		Mean	SD
	n	%	n	%	n	%	n	%	n	%		
Resources needed for the project were Determined	0	0.0	3	12.5	2	8.3	16	66.7	3	12.5	3.89	0.84
Requirements of the project materials was documented	1	4.2	2	8.3	5	20.8	12	50.0	4	16.7	3.67	0.78
Potential sources were identified	0	0	2	8.3	2	8.3	15	62.5	5	20.8	3.96	0.83
Appropriate quotations, bid, offers or proposal were obtained	0	0	3	12.5	1	4.2	17	70.8	3	12.5	3.83	0.82
Choosing from among potential sellers	0	0	1	4.1	5	20.8	12	50	3	12.6	3.72	0.78
The relationship with the seller was managed	0	0	0	0	5	20.8	14	58.4	3	12.6	3.86	0.88

NB: S.D. – Strongly Disagree; D – Disagree; UD – Undecide ; A – Agree; S.A. – Strongly Agree; n – Frequency; % - Percent

Source: own computation from survey data (2021)

Table 4.12 shown that factors of Project Procurement management mean score range between 3.67 up to 3.96 with the standard deviation (SD) 0.78 up to 0.88 which shows that the listed factors are practiced.

As can be seen in Table 4.12, almost all of the factors under project procurement management practice show a positive response from the respondents with average mean value of 3.76. This result implies that attention was given to project procurement management during the implementation of the project.

4.6 Analysis of Interview Questions

This analysis section used to analyze semi structured interview questions asked to selected project directors and project managers (project directors and project manager in Zeman Bank). The interview question which was related to IT project managers practices in Zemen Bank. Accordingly, all the interviewee (project director and project manager) revealed that scope, schedule dates were clearly identified to all stakeholders. Following this the researcher asked another interview question which is where roles and responsibility of all team and stakeholders communicated with all project managers. As all the interviewee revealed that, they were clearly stated and with regular follow up meetings. Another interview question asked to the interviewee is related with plan and cost management Accordingly, both the interviewee revealed that there was a minimum cost variation based on the initial plan as most IT project have a fixed cost with most of the task were performed by technical teams. Another question asked for them was related with the schedule, budget and quality of deliverable monitored closely, inhere almost both the interviewee have the same understanding that they have a tight monitoring team with a weekly review of task completion. The interviewee further explained the if there where early sign of problems the management will discuss with its respective team.

In addition, the project director has given the interviewer a brief view of how schedule management has become a challenge since as all the interviewee revealed that, there is no vacant announcement posted for any project manager's position due to the temporary nature of projects rather each division's chief officer has their own criteria to select project managers if they are requested by PMO. In doing so, there are criteria's which are common for each division's chief officer to assign individuals as a project manager. Those criteria include; educational background, relevant year of experience and being best performer. After this selection is completed additional technical team and support stuffs will be recruited while being stationed at this has become a major challenge with schedule as tasks could not be completed on time while a day to day routine task being performed

CHAPTER FIVE

SUMMERY, CONCLUSIONS AND RECOMMENDATION

This chapter deals with the summary of major findings of the study and conclusions drawn from the analysis made. Furthermore, based on the findings of the study, possible recommendations are mentioned.

5.1 SUMMERY

The main purpose of this study is to assess IT project management practice of Zemen Bank. Based on the analysis which takes part in chapter 4 the following findings are:

Except the six respondents, all the rest respondents have properly filled and returned the questionnaire.

Based on the analysis, the below outlined findings were recognized: -

- With currently used frameworks and guidelines, 75% of respondents indicated that IT projects in the bank were behind the schedule, 70.1% of respondents on cost plan, 16.4% on test.
- The practice of project scope management of IT projects in Zemen bank can be categorized as acceptable unless there are only forced scope changes.
- The findings of the analysis for the project time management shows that currently running IT projects at different stages of project management have trends mainly focused on activities at project initiation phase such as time management plan development and activities definition. In contrary, it has been clearly seen that the projects have failed according to time parameter and came across with an extended delay
- The findings of the analysis for the project scope management shows that WBS was created as it was supposed to be yet there is still a gap since not all respondents agree with that WBS created.

- In Zemen Bank IT project management has relatively better practice on project cost management.
- The response of the respondents on the intent to know if there was a project human resource management, it has been clearly seen that except the organizational chart and position descriptions all the other factors have a gap. There is also a gap in getting the needed human resource assignment to work on the project and developing, managing and controlling of project teams.
- Through the analysis made on project quality, risk, integration, stakeholders, communication, and procurement management, the mean value of the response of respondents are above the standard average which shows the project office has a good practice regarding the project management. However, some respondents are still disagreed that not all the mentioned factors are practiced in IT project managements.
- With respect to the practice of project stakeholder management results suggests that the practice was well practiced. Stakeholders were identified and communication between them was effective, and all the stakeholders were engaged as there was a frequent meeting with stakeholders and customers to assure clear communication and mutual understanding

5.2 Conclusion

The main aim of this study was to assess the IT project management practice of Zemen Bank. In order to attain the objective of this study different research approaches were applied. After a depth analysis of the data collected, the study has concluded the following:

The practice of the ten project management knowledge areas in Zemen bank was very good rather than the project scope management. From the descriptive statistical analysis except the project time management, the rest project management knowledge areas have a high mean score indicating that the practice of these knowledge areas is good.

Finally, the result of this study shows that Zemen bank has a good project management practice. It can be concluded that the organizations have a planning which includes developing a project charter, developing a project management plan, executing a project, monitoring and controlling a project and a proper project closer. The project activities are controlled. In cost management wise, a project cost is controlled, a cost to complete an activity is estimated and a budget to fulfill the estimated cost was determined. In terms of the project quality management, in the organizations the project quality requirement was planned, a quality assurance was performed and a quality control is performed.

In terms of project human resource management, human resource plan was developed, a proper project team was organized and the project team was well managed. In terms of project communication management, stakeholders were identified, a project communication plan was developed, relevant information was distributed to the stakeholders, stakeholders' expectations were managed and performance report was presented to the stakeholders. The project risk management processes like developing risk management plan were developing, risk was identified, analyzing both qualitative and quantitative analysis, developing a risk response plan and monitoring and controlled. In terms of project procurement management, a project procurement plan was developed, resources were identified, identified materials were registered and potential source of materials were identified.

For the project time management, activates sequence, duration of activities estimation and project schedule control have a low mean score. This indicates activates where not sequenced properly,

duration of activities where not per determined and change to project schedule where not manage properly.

5.3 Recommendations

The major objective of the study was to assess the project management practices of IT projects in Zemen based on the ten projects management areas and in order to improve the practice of project management knowledge and to minimize the problem of the gap between the actual theory and implementation of the project.

A project, by definition, has an official end date. In order to meet this date, every project needs a schedule. And every project manager needs to manage their own time and the team's time to ensure that the schedule is met. The first thing Zemen Bank should do is Plan schedule management. Before any other steps completed, it should be planned and manage the schedule. Once time management plan sated, the steps should be followed. Those are Define activities, Sequence activities, estimate resources, estimate durations, Develop the project schedule and Control the schedule. In additions, progress should to be reviewed and updated on a regular basis so it can be compared with actual work completed against the plan. This allows seeing that if there are areas falling behind schedule. One method for doing this is completing progress reviews with the team and holding frequent status report meetings.

In addition, Since the human resource system is an important part of the project, it should be given more attention by the bank. Human Resources in Project Management should focus on Project Team recruitment, organization and management until the end of a given project. Its role should start from defining core competencies which are going to be needed, to team building and motivation. Since the link between Human Resource Management and Project Management is strategic. Both of them are useful for Zemen Bank competitiveness. Human Resources are the key of every work done within a project as they represent people. Project Management is measured by the different project success that can represent benefit, innovation or any improvement. It appears that project success require success in team project management, which is the HR function. Therefore, technical team and support staff should be relief of their routine task as they have to meet their schedule for specified timeline.

Further, provide project management training to the project members based on project management knowledge areas including organizational standards, and processes of project management.

This could increase the ability to implement all the standards and processes to all projects easily and will increase project deliverables.

Finally, the organization should give special attention to the least practiced knowledge area i.e. project schedule management, project human resource management and project integration management knowledge areas.

5.4 Recommendation for further research

This study focused only on knowledge areas of project management so that the researcher recommends for further research to include other processes and practices of project management. And also, a wider research can be conducted in detail by including various project-based organizations to compare their project management practice and contribute for the performance improvement of PMO.

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APPENDICES



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF PROJECT MANAGEMENT

Questionnaire

Questionnaires for Zeman Bank S.C. Employee that is working on IT Projects.

Dear Respondents; this questionnaire is prepared to collect data for research on the Assessment of IT Project management Practices in Zemen Bank S.C. The information is going to be used as primary data for this research, believing that your frank and genuine responses will contribute vastly to the quality of the findings of this study. The researcher would like to ask you to kindly complete this questionnaire, as truthfully as possible as the responses you provide will be kept confidential and will be used only for the study under consideration. Thank you in advance for taking part in this endeavor.

It requires approximately 10 minutes to complete the questionnaire. Unless permitted Mark only one oval to close-ended multiple-choice questions.

Thank you for taking the time to assist me in my educational endeavors. If you require additional information or have questions, please contact me at the number listed below.

Kind Regards

Abel Zewdu

Mobile: +251920494891

Email: Abel.zewdu1@gmail.com

General Direction

- Please DO NOT write your name since the identity of the respondent is not necessary.
- Put “✓” or “X” mark on your choice;
- All your responses will be analyzed anonymously, thus will NOT be traceable to you.
- If you cannot get any satisfying choice among the given alternatives, you can write your answer in the space provided at the end of the questionnaire;

Part I: Demographic characteristics and general background of the respondents

1. **Sex:**

Male Female

2. **Age:**

21-30 31-40 41-50 Above 50

3. **Educational Level**

PHD MA/MSc BA/BSc Diploma High School completed

If other, please specify _____

4. **Field of Specialization** (The field you have studied) _____

5. **Position:**

Director Project Manager Team Leader

Technical Team Member support staff Other

5. **Service period in the project work**

Below 3 years 3-5 years 5-8 years Above 8 years

Part II. General Issues

1. Is there a separate IT project management division in Zeman Bank?

Yes

NO

2. Major Challenges of the IT Project management practices in the bank?

Lack of clarity in the scope of the project

Time,

Cost

quality

Policies

procedures

Other:

4. Status of the Bank's IT project based on schedule manner (if you are participating in more than one project, please list them on the other section)

On Schedule

Behind Schedule

Ahead of Schedule

4. Status of the Bank's IT project based on the project cost parameter manner (if you are participating in more than one project, please list them and there, statues on the other section)

- As Plan
- Beyond the Cost Plan
- Under the Cost Plan

Other: 6. Status of the Bank's IT project based on product quality parameter (if you are participating in more than one project, please list them and there, statues on the other section)

- Accepted
- Rejected
- On test
- Other

7. Project Management Guidelines/ tool you use () PMBOK ((Project management book of knowledge)

- Combination of Various guidelines/tools
- No guideline/tool
- Other:

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

Based on your experience in Zeman bank IT projects, to what extent do you think the following factors listed under each project management knowledge area are important to the effectiveness of the project.

Project Scope Management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Plan scope management was defined (As a basis for future project decisions.)	()	()	()	()	()
Requirements were clearly defined from the beginning	()	()	()	()	()
WBS (Work Breakdown Structure is a key project deliverable that organizes the team's work into manageable sections)	()	()	()	()	()
The scope was verified (formalizing acceptance of the project scope)	()	()	()	()	()
Changes to the project scope were controlled	()	()	()	()	()

Project Time Management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
A time/schedule management plan was developed	()	()	()	()	()
Activities were defined	()	()	()	()	()
Activities were sequenced	()	()	()	()	()
Duration of activities was estimated	()	()	()	()	()
Changes to the project schedule were controlled	()	()	()	()	()

Project Quality Management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Quality standards of the project were identified	()	()	()	()	()
Quality standards of the project were reviewed	()	()	()	()	()
Project performance was evaluated regularly	()	()	()	()	()
The results were monitored to check if they comply with the quality standards identified	()	()	()	()	()

Project Cost Management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The quantity of the necessary resources was determined	()	()	()	()	()
The cost plan was well-defined	()	()	()	()	()
The project cost was estimated	()	()	()	()	()
The required budget was determined	()	()	()	()	()
Changes to the project budget were controlled	()	()	()	()	()

Project Risk Management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The risk management plan was developed	()	()	()	()	()
Risks were identified and registered	()	()	()	()	()
Risks were prioritized and their implication on the project was estimated	()	()	()	()	()

A risk response plan was developed	()	()	()	()	()
The identified risks were monitored and controlled	()	()	()	()	()
Project Stakeholder Management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Project stakeholders were identified	()	()	()	()	()
Stakeholder management plan was defined	()	()	()	()	()
There was effective communication between project stakeholders	()	()	()	()	()
Stakeholders engagement was controlled	()	()	()	()	()
Project stakeholders were identified	()	()	()	()	()
Project Human Resource Management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Project roles, responsibilities and required skill were identified	()	()	()	()	()
Organizational chart and position descriptions were clear	()	()	()	()	()

Organizational chart and position descriptions were clear	()	()	()	()	()
Availability and assigning human resource	()	()	()	()	()
Project team was developed	()	()	()	()	()

Project Communication Management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information and communication needed for the project were determined	()	()	()	()	()
Making needed information available to project stakeholders	()	()	()	()	()
Collecting and disseminating performance information	()	()	()	()	()
Generating, gathering, and disseminating information to formalize phase or project	()	()	()	()	()
Control communication	()	()	()	()	()

Project Procurement Management	Strongly				Strongly
	Disagree	Disagree	Neutral	Agree	Agree
Resources needed for the project were Determined	()	()	()	()	()
Requirements of the project materials was documented	()	()	()	()	()
Potential sources were identified	()	()	()	()	()
Appropriate quotations, bid, offers or proposal were obtained	()	()	()	()	()
The relationship with the seller was managed	()	()	()	()	()
Choosing from among potential sellers	()	()	()	()	()

Project Integration Management	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Project plan was developed by taking the results of other planning processes and putting them into consistent document.	()	()	()	()	()
Project work was managed	()	()	()	()	()
Project work was monitored and controlled	()	()	()	()	()
There was effective coordination of project activities	()	()	()	()	()

Part V: General open-ended questions

1. Were the project requirements (scope), constraints and specific schedule dates
2. clearly, identified and communicated to all stakeholders?
3. Do roles and responsibilities, clearly communicated to all team and stakeholders?
4. Did the project take longer than planned, if yes, what kind of related costs does the project incur, if no, how did you manage it?
5. Did the final cost of the project exceed the initial budget?
6. Was there a project scope change during the execution phase?
7. Were the time schedule, budget and quality of the deliverables monitored closely throughout the project's life-cycle? If yes how?
8. Did you notice early warning signs of problems that occurred in the project, and did you respond in time, if you did what was the measurements you took?
9. Did the final deliverables of the project satisfy the needs or requirements of all stakeholders?

