ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF PROJECT MANAGEMENT

ASSESSMENT OF PROJECT PLANNING PRACTICE IN COMMERCIAL BANK OF ETHIOPIA: THE CASE OF BUILDING MAINTENANCE PROJECTS IN ADDIS ABABA

BY

HELEN GIDEY

August, 2023

ADDIS ABABA, ETHIOPIA

ASSESSMENT OF PROJECT PLANNING PRACTICE IN COMMERCIAL BANK OF ETHIOPIA: THE CASE OF BUILDING MAINTENANCE PROJECTS IN ADDIS ABABA

BY

HELEN GIDEY

ID No: SGS/0486/2014A

ADVISOR: Yilkal Wassie (PhD)

A RESEARCH THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF ST. MARY UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN PROJECT MANAGEMENT

August, 2023

ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY

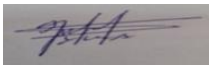
SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF PROJECT MANAGEMENT

ASSESSMENT OF PROJECT PLANNING PRACTICE IN COMMERCIAL BANK OF ETHIOPIA: THE CASE OF BUILDING MAINTENANCE PROJECTS IN ADDIS ABABA

BY: HELEN GIDEY

APPROVED BY THE BOARD OF EXAMINERS

Name	Signature	Date
_____ Dean Graduate Studies	_____	_____
Dr.Yilkal Wassie (Asst.Prof.) Advisor		_____
Dr Misganaw Solomon (Ph.D.) Examiner (Internal)	_____	_____
Dr Tassew Shedega (Ph.D.) Examiner (External)		_____

DECLARATION

I, Helen Gidey hereby declare that the thesis entitled "ASSESSMENT OF PROJECT PLANNING PRACTICE IN COMMERCIAL BANK OF ETHIOPIA: THE CASE OF BUILDING MAINTENANCE PROJECTS IN ADDIS ABABA." submitted by me for the award of Master's Degree in project management is my original work and it has not been presented for the recognition of any other Degree, Diploma, Fellowship or any other similar titles of any other university or institutions.

Signature_____

Name: HELEN GIDEY

Date: August, 2023

ENDORSEMENT

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

Advisor Dr.Yilkal Wassie (Asst.Prof.)

Signature _____

St. Mary's University College, Addis Ababa

Date: August, 2023

ACKNOWLEDGEMENT

First and foremost, I would like to thank God for enabling me to complete this paper. My special and heartfelt gratitude to my advisor Dr.Yilkal Wassie (Asst.Prof.) for his pleasant guidance, constructive feedback and effective follow up in conducting this research study.

I am thankful to my sister Rozina Gidey for her support, patience and guidance during this research study.

I would also like to extend my gratitude to the staffs of Building maintenance department of CBE who participated on filling the questionnaire and guiding me in the course of conducting this research study.

Table of Contents

Lists of Tables

List of Abbreviations and Acronyms

CBE	Commercial Bank of Ethiopia
CRM	Customer Relationship Management
ERP	Enterprise Resource Planning
HR	Human Resource
IT	Information Technology
PMI	Project Management Institute
BMO	Building Maintenance Office
SPSS	Statistical Package for Social Science

Abstract

This study focuses on evaluating the practice of project planning within the Commercial Bank of Ethiopia in the case of building maintenance projects in Addis Ababa. Data for the study were collected from the bank's Building maintenance office, employing a census approach due to the manageable size of the office staff. A descriptive research approach was utilized to address the research questions derived from a comprehensive review of existing literature. Descriptive statistics were employed to analyse the data obtained through a structurally designed questionnaire. The findings of the study reveal that the project planning processes within the Commercial Bank of Ethiopia building maintenance office are predominantly performed poorly. Additionally, the study identifies significant shortcomings faced by the bank building maintenance office during the project planning process. These shortcomings include inadequate and ineffective project time management, lack of integration between projects, absence of experienced project managers, scarcity of qualified and experienced project teams, inadequate project management training, ineffective and insufficient communication between project managers and team members, and the absence of documented lessons learned and best practices. To address these issues, the study offers several recommendations which are comprehensive planning, stakeholder engagement, clear objectives and deliverables, realistic timeframes and milestones, risk management .resource allocation, monitoring and evaluation and human resource development within the Building maintenance office. By addressing the identified challenges and implementing the recommended measures, the Building maintenance office department can enhance the efficiency and effectiveness of its project planning processes and contribute to successful execution and completion of projects that leads to the overall organizational performance and development of the bank that will in turn contribute to the development of the country.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

A project is a temporary effort undertaken to create a unique product, service or result and a unique venture with a beginning and an end, conducted by people to meet established goals within parameters of cost, schedule and scope (PMI, 2008).

Projects play a major role in the economic development of a country. They are the building blocks for generating additional capital and for ensuring a flow of goods and services. The objective of the project management is to realize the planned project objectives (economic development, generation of additional capital, etc.). The success of any project is measured by its completion time, within the budget cost and meets the planned performance based on the initial plan. In order to accomplish all these projects objectives successfully, each of them have to undergo different phases where the level of efforts and impacts to the project success depends on the phases (PMI, 2008).

Among these different phases of the project, project planning is one of the most important phases. Project planning will address how the project team will manage the project elements. It will provide a high level of confidence in the organization's ability to meet the scope, timing, cost, and quality requirements by addressing all aspects of the project. With planning comes deliverables and poor planning results in delayed project completion, cost overruns and poor work quality among other things. It is therefore important that the team in charge of the project accurately and appropriately plans prior to execution of activities to ensure smooth flow of works, value of money and timely completion. Therefore, planning was identified as an extremely important project management function for the success of project outcome (Atkinson, 1999).

Planning, in general, can best be described as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment. (Harold kerzner, 2003)

Project planning must be systematic, flexible enough to handle unique activities, disciplined through reviews and controls, and capable of accepting multifunctional inputs. Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project. (Harold kerzner, 2003)

The purpose of planning is to proactively develop an approach to create project deliverables. The project deliverables drive the outcomes the project was undertaken to achieve (PMI, 2021). The amount of time spent planning, both up front and throughout the project, should be determined by the circumstances. It is inefficient to spend more time planning than is needed.

Therefore, the information gained from planning should be sufficient to move forward in an appropriate manner but not more detailed than necessary. Project teams use planning artifacts to confirm stakeholder expectations and provide stakeholders with the information they need to make decisions, act, and maintain alignment between the project and stakeholders (PMI, 2021).

Hence, this study is particularly concerned with assessing the project planning practice with the focus of different projects undertaken in Building maintenance department additionally the study will investigate the common problem areas of project planning activities in commercial bank of Ethiopia and finally the study seeks the contribution of project planning to the success of a project.

1.2. Background of the organization

The Commercial Bank of Ethiopia (CBE) has a rich history that can be traced back to the establishment of the State Bank of Ethiopia in 1942 E.C. It was officially established as a share company in 1963 E.C. In 1974, CBE merged with the privately-owned Addis Ababa Bank, marking a significant milestone in its development. Over the years, CBE has played a vital role in the country's progress, serving as a financial source for various large-scale projects, including hydroelectric, condominium housing, and manufacturing initiatives. As CBE strives to become a world-class bank, it provides state-of-the-art and reliable services to its vast customer base, both domestically and internationally (CBE, 2018).

Despite facing increasing competition from private banks in the past 25 years, the state-owned CBE remains dominant in the market in terms of assets, deposits, capital, customer base, and branch network. With over 22,908 employees, more than 1,284 branches, and over 1,576 ATMs spread across the country, CBE has established itself as one of the most reliable and strong commercial banks in Ethiopia (CBE, 2018). Continuously expanding its branch network, CBE is aggressively increasing its presence throughout the country, and all branches, new and existing, are interconnected through a network (CBE, 2018). This presents a favorable opportunity for the expansion of e-banking technology.

In line with its corporate strategy for the period from 2015/16 to 2019/20, CBE aims to open 500 new branches, deploy 400 ATMs and 2,000 point of sale (POS) systems each year, and open two million new accounts. By the end of the strategic period, the bank plans to have an additional 2,000 ATMs, 10,000 POS systems, five million mobile banking users, and 12.4 million card users (the bank's corporate strategy of 2015/16-2019/20).

This relentless growth and expansion make CBE a trusted and formidable commercial bank in Ethiopia and the wider region (CBE 2018).

1.3. Statement of the Problem

Projects need to be completed within the time frame, budgeted cost and required quality. However, unfortunately many projects take longer time to complete, cost more than necessary and some projects are cancelled because of inefficient planning and related challenges directly and/or indirectly related to it (Richard A. 2012).

If the project takes longer time than anticipated, it requires additional resources, and budgets. This consequently increases labor, material, machinery, and equipment cost. This affects the budget of other projects and in general, it affects the economy of the country. Project failure is also the main challenge of our country’s projects. The performance problems of a project (cost overrun, time delay, quality deficiency) are caused by either in selection, planning, execution or control phase of the project and other factors. However, according to Richard A. (2012) planning is often cited as the most critical of the management functions in determining the overall project performance. And it is also considered the most important and critical phase to the success of an organization in meeting its goal and objectives.

According to Antvik & Sjöholm (2007) the planning processes are highly important, and Project execution without proper development of a project plan often causes delays, high cost and general execution problems in the project. The lack of an implemented project plan has caused problems in all project management areas and has made it impossible for the management team to have the required control of project activities. The study by Wang and Gibson (2008), shows that time spent on project planning activities will reduce risk and increase project success.

Effective project planning processes gets better the performance problem of project out comes; Griffith, Gibson (1995) and Griffith et al. (1998) and the study by Hamilton and Gibson (1996) have shown the importance of project planning on projects and its influence on project success. Findings of their study have proven that higher levels of project planning effort can result in significant cost and schedule savings. Therefore, planning was identified as awfully important project management function for the successes of project outcome.

According to Idoko (2008) many projects in developing countries encounter considerable time and cost overruns, fail to realize their intended benefit or even totally terminated and neglected before or after their completion. One of the main reasons for the failure of projects in developing countries is lack of effective planning processes. Research works by [(Whittaker 1999), (Dvir, Raz and Shenhar 2003) and others] have indicated poor project planning to be one of the reasons for project failure in developing countries.

Commercial Bank of Ethiopia has the vision of becoming world class commercial bank in the year 2025. In order to achieve its vision, the bank is undertaking various projects to enhance its service delivery and equip its operations in state-of-the-art technology. It has been implementing many large projects in the past ten years. Some of the major ones are: -EDRMS, CRM, Core Banking, Network & IT Infrastructure, Enterprise Resource Planning (ERP), CBE Birr, Contact/Call center project and so on (CBE's 75th Adversary Profile, 2017).

Therefore, the success of such projects becomes vital for the achievement of the bank's vision. In line with this, the bank has established a Building Maintenance Office to oversee the successful undertaking of various projects. The aforementioned studies show inadequate analysis and planning will lead to a failed project but the more planning there is in a project, the more

successful the project will be. Therefore, according to this evidence, even if all the resources are available, poor project planning will result to project failure. Since there is no extensive empirical study regarding project planning practice and its challenge in commercial bank of Ethiopia building maintenance office, this study focuses on identifying and assessing the project planning practices in Commercial bank of Ethiopia building maintenance office and eventually helps the company to provide a better recommendation on project planning practices and take corrective actions and prevents project failure by producing dependable project plan.

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of the study is to assess the current practice of project planning in Commercial Bank of Ethiopia.

1.4.2. Specific Objectives

1. To assess the existing project planning practice in commercial bank of Ethiopia
2. To identify the common problem areas exhibited in the project planning process.
3. To Analyze the Importance of Project planning in the success of a project

1.5. Research Questions

1. What is the current project planning practice in commercial bank of Ethiopia?
2. What are the common problem areas of project planning activities in commercial bank of Ethiopia?
3. What is the contribution of project planning to the success of a project?

1.6. Significance of the Study

The banking industry should understand the practice of project planning. Thus, the results and recommendations obtained from this study serve as an input for the banking sectors. Commercial bank of Ethiopia set the vision to become world class commercial bank, the outcome of this study will serve as input to come up with more effective project planning practice in order to have effective project management practice in the organization and to achieve its vision. The finding of this study may also be useful for policy makers, practitioners and others who are

dealing with project management to direct their efforts in the right path. Moreover, the research will serve as additional referencing material for researcher who want to conduct further study in this area and investigations in other related studies.

1.7. Scope of the Study

This study covers the Project planning practices adopted in commercial bank of Ethiopia. The major target population of the research is staff of building maintenance office of the organization.

1.8. Limitations of the Study

The study considers current projects that have been undertaken by BMO of commercial bank of Ethiopia. Conceptually this study will assess only the project planning practices of the organization under study even if there are many concepts related with project management that should be assessed.

1.9. Organization of the Study

The study is organized in five chapters with different sections and sub-sections. Chapter one deals with background of the study, statement of the problem, specific and general objectives, methodology of the study, research questions, and significance of the study and limitation of the study. Chapter Two discusses the review of relevant literature and includes prior research works on topic area. The third chapter explains the research design, data sources, sampling techniques and data analysis techniques. The fourth part presents the Results and discussed them. In the fifth and last chapter, conclusion and recommendations are provided

CHAPTER TWO

LITERATURE REVIEW

This chapter presents relevant literature review and prior studies to support the objective of the study. Under this chapter, theoretical background on basic concepts and empirical reviews are presented.

2.1. Theoretical Literature Review

A project is a plan or proposal consisting of a sequence of unique, complex, and connected activities having one goal or purpose and that must be completed by a specific time, within budget, and according to specification. A project comprises a number of activities that must be completed in some specified order, or sequence. The activities in a project must be unique. A project has never happened before, and it will never happen again under the same conditions. Something will always be different each time the activities of a project are repeated. The activities that make up the project are not simple, repetitive acts, such as mowing the lawn, painting the house, washing the car, or loading the delivery truck. They are complex. For example, designing an intuitive user interface to an application system is a complex activity (PMBoK,2004)

Planning is a constant process of making future-oriented entrepreneurial decisions and meticulously structuring the effort required to carry them out. Furthermore, methodical planning allows for the structuring of predetermined objectives. Decisions based on history are an alternative to methodical planning. Planning entails establishing what must be done, by whom, and when in order to achieve a specific goal making sure everyone fulfills their assigned responsibility (Kernzer 2009).

Harold Kerzner (2003) described planning as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment. The project's requirements set major milestones. If line managers cannot commit because the milestones are perceived as unrealistic, the project manager may have to develop alternatives, one of which may be to move the milestones. Upper-level management must become involved in the selection of alternatives.

The most important responsibilities of a project manager are planning, integrating, and executing plans. Almost all projects, because of their relatively short duration and often prioritized control of resources, require formal, detailed planning. The integration of the planning activities is necessary because each functional unit. Harold Kerzner (2003)

The project manager is the key to successful project planning. It is desirable that the project manager be involved from project conception through execution. Project planning must be systematic, flexible enough to handle unique activities, disciplined through reviews and controls, and capable of accepting multifunctional inputs. Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project. Harold Kerzner (2003)

Harold Kerzner (2003) stated that One of the objectives of project planning is to completely define all work required (possibly through the development of a documented project plan) so that it will be readily identifiable to each project participant.

This is a necessity in a project environment because:

- If the task is well understood prior to being performed, much of the work can be preplanned.
- If the task is not understood, then during the actual task execution more knowledge is gained that, in turn, leads to changes in resource allocations, schedules, and priorities.
- The more uncertain the task, the greater the amount of information that must be processed in order to ensure effective performance.

Without proper planning, programs and projects can start off "behind the eight ball." Consequences of poor planning include.

- Project initiation without defined requirements.
- Wild enthusiasm
- Disillusionment
- Chaos
- Search for the guilty
- Punishment of the innocent

- Promotion of the nonparticipants

There are four basic reasons for project planning.

- To eliminate or reduce uncertainty.
- To improve efficiency of the operation
- To obtain a better understanding of the objectives
- To provide a basis for monitoring and controlling work

Planning is a continuous process of making entrepreneurial decisions with an eye to the future, and methodically organizing the effort needed to carry out these decisions. Furthermore, systematic planning allows an organization of set goals. The alternative to systematic planning is decision-making based on history.

This generally results in reactive management leading to crisis management, conflict management, and firefighting. Meredith, J., and Mantel, S.J. 2010 put the benefits of project planning as follows:

Planning reduces uncertainty: Even though we would never expect the project work to occur exactly as planned, planning the work allows us to consider the likely outcomes and to put the necessary corrective measures in place.

Planning increases understanding: The mere act of planning gives us a better understanding of the goals and objectives of the project. Even if we were to discard the plan, we would still benefit from having done the exercise.

Planning improves efficiency: Once we have defined the project plan and the necessary resources to carry out the plan, we can schedule the work to take advantage of resource availability. We can also schedule work in parallel; that is, we can do tasks concurrently, rather than in series. By doing tasks concurrently we can shorten the total duration of the project. We can maximize our use of resources and complete the project work in less time than by taking other approaches.

2.1.1. Planning

Planning is an orderly (step by step proposal on how an end product) goal will be achieved. (Jemima, N. 2015). Planning, in general, can best be described as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Planning is concerned with the future.

According to Jemima, whether documented (as should ideally be the case) or not, a project plan should address the following areas with regard to the project;

- The scope of the project i.e., time and cost – within what time do you want to complete your construction and working within what budget?
- Objectives of the project – what kind of structure are you setting up and what will be the necessary requirements that need to be put in place to ensure that the project meets its intended objectives?
- Milestones – what activity or stage of the project will signify substantial progress?
- A work schedule and breakdown structure – given the different tasks, it is important to clearly indicate when each of these tasks will be carried out and the systematic sequence that the different tasks will follow.
- Progress tracking – with respect to the schedule, one should be able to track the progress of the project based on actual output against planned output and determine whether the project is on course or lagging.

2.2.2. Planning Process

Planning is a method of accomplishing things in a systematic and scientific manner, as well as anticipating the future. When we plan a project, we must use a systematic and scientific approach. When it comes to planning, different people employ different methods. The process of planning refers to the specific steps followed in developing organizational plans (Alexander 2010) the following are the major steps that a planning process should follow:

1) **Understanding the existing situation**

The impact of the external environment on planning is a huge issue. As a result, being aware of external opportunities and dangers that may affect the project is critical in the planning process. As a result, when participating in the planning process, the organization must consider the situations on the ground and other environmental situations. Analyze the economic situation (industry, market, demand, supply, and so on), the political situation (government policies, tax, security and stability), and the social and cultural situations (societal culture, trend of cultural change). Furthermore, it is critical to assess internal circumstances and establish the organization's current strengths and shortcomings. As a result, planning necessitates a realistic assessment of the organization's current strengths, weaknesses, opportunities, and threats.

2) **Forecasting**

The act of planning entails deciding what should be done in the future. As a result, having knowledge of what the future might look like becomes critical. As a result, in order to plan appropriately, the management must make certain assumptions based on future estimates.

3) **Establishing Objectives/goals**

The next phase in the planning process is to determine the organization's objectives and goals. The established objectives must clearly state what is to be accomplished, where action should be done, who will do it, how it will be carried out, and when it will be completed. Measurable goals are also required. Thus, scheduled completion dates, quantity standards, cost limitations, quality specifications, should be established in advance while trying to achieve the objectives.

4) **Determine and evaluate alternative plans (course of actions)**

Alternative strategies are generated and fully assessed after the objectives are set. As a result, after various courses of action have been identified, they must be assessed. Typically, cost, risks, benefits, organizational facilities, and other considerations are considered while evaluating alternative plans or courses of action.

5) **Selecting the course of action and formulate derivative plans**

The selection of the most ideal plan and the production of derivative plans are both part of this stage of the planning process. The planning process becomes inflexible when one course of action is chosen to address future issues. As a result, because the future is unclear, it is necessary

to take multiple courses of action. After a decision has been made and a master plan has been created, to support it, derivative plans must be produced. Within the framework of the core plan, derivative plans are prepared in each functional area. The master plan's division into departmental, sectional, and individual plans provides a realistic picture of future events. The planning process should include a system for receiving input in order to be effective.

6) Implementing the plan

Following the selection of the best alternative plan or course of action, the management must create an action plan to put it into effect. The manager must decide on the following issues at this level of the planning process: What will be done by whom? When are the duties going to be started and completed?

What human and non-human resources will be available for the process? How will the plan be evaluated?

What are the reporting procedures to be used? And what type and degree of authority will be granted to achieve these ends?

7) Controlling and evaluating the results

The manager is in charge of monitoring and evaluating the progress made once the strategy has been implemented. Based on the evaluation results, he or she may be forced to make the necessary changes. Environmental conditions are likely to have an impact on planning. Modification of plans becomes critical in such a case.

2.2.3. Project Planning

Before the commencement of any project, the first thing that we need to do is project planning. Any reasonable project manager certainly understands the importance of planning a project well. Carefully planned project considers necessary aspects of a project (e.g. tasks, milestone, schedule, risks, communication, quality, etc.) and provide a plan which project team can refer during execution (PMBoK, 2004).

According to PMBoK (2004), a project plan expresses the objectives and requirements of the project in terms of:

- Project Scope
- Project schedule
- Resource requirement
- Project cost estimation
- Project quality and
- Project risk management

A project planning enables project manager to translate project requirement into work break down Structure (WBS), tasks list, Gantt Charts, resource assignments and risk register, etc. Therefore, in this study project planning is defined as the systematic arrangement of resources and processes of defining project objective and determining the framework to achieve project objective.

2.2.4. Project Planning Knowledge Areas

In Project Management body of Knowledge nine knowledge areas of project management are identified namely: scope, time, cost, risk, quality, human resources, communications, procurement and integration knowledge areas (PMI, 2008). Each knowledge area in PMBOK is composed of processes that are expected to be addressed to attain the objective of the knowledge areas.

Project Integration planning knowledge areas

Project integration planning knowledge areas coordinates the various elements of the project, and it is an important part in planning processes. Prioritizing between competing objectives and alternatives are an important task in the integration management. The objective of the development of the project plan is used to create a consistent, coherent document that can be used to guide project execution and control. The plan should include general plans regarding all areas of the project such as project objectives, time schedule, budget, etc. (PMBOK, 2004). Since project plans are the main document developed in the planning process and it is very important to allocate sufficient amount of time and resources for this process. A project with a poorly developed project plan is most likely to be poorly executed with high costs and delays as a result (Antvik & Sjöholm,2007). The integration between the different elements of the plan is a

complex process and is therefore often required to be iterated several times in order to reach a complete and integrated project plan (Antvik & Sjöholm, 2007)

Project Scope planning knowledge areas

Project scope management planning is a process to ensure that the project includes all the work required, and excludes the work that is not required, to complete the project successfully. This planning knowledge area consists of scope planning, scope definition,and creates WBS (PMBOK, 2004). The importance of a well-formulated scope of work has been shown several times in different projects. It is not unusual that a project is rushed to start without the proper planning and preparation. This often leads to problems as extra costs and delays are likely to occur (Antvik & Sjöholm, 2007). A clear project scope facilitates the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project. Scope planning is the process of elaborating the work that is needed to deliver the product of the project. It should be based on the product/output/ description and requirements from the customer (PMBOK, 2004).

When more specified requirements are known, the deliverables are subdivided into smaller, more manageable groups, through the use of a Work Breakdown Structure. By dividing major tasks into smaller work packages, the accuracy of cost, time and resource estimates are improved. A WBS also makes it easier to assign clear responsibility to each group of tasks, which is necessary in order for the project organization to gain control of the project (Antvik&Sjoholm, 2007).

Project Time planning knowledge areas

Project time planning knowledge area includes all planning processes that are required to ensure a timely completion of the project The planning processes in time knowledge area are activity definition, activity sequencing, activity resource estimating, activity duration estimating and schedule development (PMBOK, 2004). The time schedule is one of the most important plans in a project. The development of time schedules should be based on the previously developed WBS. According to (Antvik & Sjöholm, 2007) in order to develop realistic and achievable schedules, it is important that activities are sequenced accurately. The activity sequencing involves identifying logical relationships and dependencies between the project activities (Guoli, 2010). The process of activity resource estimation involves determining what resources and what

quantity of each resource will be used in the project. Required resources can be personnel, equipment, and material. This process also includes determining when each resource will be available to the project (PMBOK, 2004). There are in general two methods of resource estimation: top-down and bottom-up. If the project has limited detailed information, the top-down method is often used. It is carried out by the higher management of the project and is based on experience from similar projects. The bottom-up method is also called qualitative based estimations and involves each specific work category in the process. The bottom-up method is more time consuming to perform, but often generates a more accurate result (Guoli, 2010). The activity duration estimation should be based on the project scope, required types of resources, estimated resource quantities and the availability of resources. The result of the process is later used to develop schedules. To an accurate estimation of duration, it should be carried out by a person or group who is familiar with the specific activity (Antvik & Sjöholm, 2007). The development of schedules is often carried out through the use of project management software. If the previous estimations are made correctly the schedule development mostly consists of aggregating the information into one document (Antvik & Sjöholm, 2007). To develop an efficient schedule, it is important that the critical chain is identified and that the lag in the schedule is used to allocate the projects resources effectively (PMBOK, 2004). A time schedule without control is fairly useless to the project organization. The control must be carried out regularly and relatively often in order to detect deviations early. This makes it possible for the project team to take necessary actions to avoid longer delays (Antvik & Sjöholm, 2007). The schedule control and development must be an iterative process in order for the project team to have updated schedules throughout the project (Guoli, 2010). Estimating schedule activity durations uses information on scope of work, required resource types, estimated resource quantities, and resource calendars with resource availabilities. Input originates from the person or group on the project team who is most familiar with the nature of the work content in the specific schedule activity. Duration estimates are progressively elaborated, and the process considers the quality and availability of input data.

Project Cost planning knowledge areas

Project cost planning knowledge area includes the processes of cost estimating and cost budgeting. The main objective of the cost planning knowledge area is to complete the project

within the approved budget (PMBOK, 2004). The project budget is very important and influences all areas in both planning and execution of a project. It is important to keep track of total costs as well as costs for different work packages in a project (Guoli, 2010). A professionally developed budget does not only control the project costs, but also creates good conditions for development of a well-functioning cash flow in the project. The consequence of insufficient cash flow in a project is often connected to large extra costs and delays, as there is a high risk for a temporary stop of the whole project (Antvik & Sjöholm, 2007). The cost estimation should be based on the project scope, the WBS and be connected to the project plan. To reach a correct estimation it is important that each activity is estimated based on the conditions of the execution of the specific activity. Since there often are several factors that are uncertain in a project, a reserve cost can be assigned to activities with a low level of detailed information or work packages with potential high financial risks (Adisa Olawale & Sun, 2010). Cost budgeting involves aggregating the estimated costs of individual schedule activities or work packages to establish a total cost baseline for measuring project performance. The project scope statement provides a summary budget. However, schedule activity or work package cost estimates are prepared prior to detailed budget requests and work authorizations. Management contingency reserves are budgets reserved for unplanned, but potentially required, changes to project scope and cost.

Project Quality planning knowledge areas

Project quality planning knowledge area involves all processes and activities in the project organization to determine quality policies and control that the performed work is of a satisfying quality. The major processes in quality management are quality planning, quality assurance and quality control (PMBOK, 2004). The project team must identify which quality standards are relevant in the project in order to perform quality control. The identified standards should be considered the baseline in the development of a quality plan. It is important that the quality plan not only consist of required levels of quality in different activities, but also methods to achieve the requested quality (Wei & Yang, 2010).

Project Human Resources planning knowledge areas

Human resource planning knowledge areas are the processes used to ensure that the project organization is established in a way that provides the project with good conditions to succeed. Major processes in human resource management are human resource planning, acquiring project team, develop and manage project team (PMBOK, 2004). In the early phases of a project, it is necessary for the project management to plan how the project team should be organized and determine what roles that is required (Al-Maghraby, 2008). Each role in the project team should be assigned with areas of responsibility, authority and required competence (Antvik & Sjöholm, 2007). It is important that a role with a defined area of responsibility also has the authority to make decisions within that area. Responsibility without authority makes it very hard for middle management to influence the work, which most likely will affect the project negatively (Walker, 2007). Human resource planning Determining project roles, responsibilities, and reporting relationships culminating in the staffing management plan Acquire project team Process of obtaining the human resources needed for completing the project.

Project Communication planning knowledge areas

Project communications management planning is the processes used to ensure that required information is distributed to the right person at the right time. The major planning processes in communications management are communications planning (PMBOK, 2004). How communication in a project is handled must be planned in order to perform effective work and minimize the risks. A communication plan is necessary to ensure that both internal and external project communication is carried out effectively.

The plan should contain details regarding what type of information that need to be distributed, who needs to receive the information, the purpose of the information, the frequency of the distribution and the responsible person to issue the information (Ramsing, 2009). The communication plan should also include what meetings are required within the project and a specification of participants, purpose, and frequency for each type of meeting (PMBOK, 2004).

It is important that the project management frequently performs progress reports, mainly to inform clients and other stakeholders of the status of the project but also for the management team to keep control of all areas of the project. A progress report should focus on deviations from the project plan and contain current status of the project, executed and planned actions,

uncertainties and forecasts regarding cost and time (Antvik & Sjöholm, 2007). When deviations from the baseline are identified in the progress report, the management team should include recommended corrective actions in order to bring the project in line with the project plan (Ramsing, 2009). As stated in the Project Management Book of Knowledge (PMBOK) from the Project Management Institute, communication planning involves 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.

Project Risk planning knowledge areas

The main objectives of project risk management are to increase the probability and impact of events that are positive to the project and decrease the probability and impact of events that are negative to the project. Risk planning includes risk identification, qualitative and quantitative risk analysis, and risk response planning, (PMBOK, 2004). All projects have uncertainties that can either turn out to be an opportunity or a risk. Uncertainties often occur in areas where the management has little information about the current conditions. By effective management many uncertainties can be evolved into an opportunity rather than a risk (Antvik & Sjöholm, 2007). Risk analysis is often carried out early in a project when the information is highly limited within several areas. To manage risks and opportunities effectively, the analysis must be iterated throughout the project as more and more information becomes clear to the management team (Kululanga & Kuotcha, 2010). The purpose of a risk analysis is to gain control of the uncertainties in the project. When risks are identified it is therefore important that a strategy is developed in order to response to the risk (PMBOK, 2004). A response strategy can be to eliminate the probability or impact of a risk, or to accept the risk and calculate with a potential extra cost if the risk occurs (Kululanga & Kuotcha, 2010). A common and effective approach to analyze risks is to estimate the probability and impact of a risk. The risk response is then based on the combined value of each risk, which leads to a risk management where the response is in relation to the magnitude of the risk (Briner, Hastings, & Geddes,1996). Risk identification determines which risks might affect the project and documents their characteristics. All people associated with a project should be encouraged to identify risks. It is important to have the project team involved in the identification process so that they can develop and maintain a sense of ownership and responsibility for the project risks and associated risk response actions.

Quantitative risk analysis is performed on risks that have been prioritized by the qualitative risk analysis process as potentially and substantially impacting the projects competing demands. Quantitative risk analysis assigns a numerical rating to risks and applies quantitative approaches to making decisions in the presence of uncertainty using such techniques as Monte Carlo simulation and decision tree analysis.

Project Procurement planning knowledge areas

Procurement management planning is the processes to control and administrate contracts and purchase orders from sources external to the project organization. The major processes in procurement management planning are developing procurement (identifying which project needs can be best met by procuring products or services outside the project organization) and solicitation planning (preparing the documents needed to support solicitation/request) (PMBOK, 2004). The planning of procurement management should be carried out early in the project and focus on analysis of which products or services need to be purchased. After the initial planning a procurement plan should be developed that includes all major procurements that are needed in the project (PMBOK, 2004). The procurement plan is an important tool for efficient procurement throughout the project. It should be developed based on the project´s WBS and time schedule in order to include all procurements and to be timely integrated in the project. The procurement plan includes budgeted cost and required finished date for procurement (Eriksson & Westerberg, 2011). A poorly developed procurement plan is likely to cause high procurement costs and in the worst case even force production to be stopped (Antvik & Sjöholm, 2007). In larger projects there is often a procurement manager assigned to control and handle procurement activities. The procurement manager is responsible for planning and executing purchases. An important part of the procurement manager's work is to evaluate quotes in order to achieve cost effective contractors (Eriksson & Westerberg, 2011). To keep control of the cost forecasts in the project the procurement manager must follow up the actual cost in relation to budgeted cost for each purchase (Antvik & Sjöholm, 2007).

2.2. Empirical Literature Review

Getting the planning stage of the project right helps to succeed poor planning will contribute towards an unsuccessful project whereas good planning practice leads to successful projects. It is

impossible to determine what is needed for projects to be completed as per the defined budget, cost, time and quality if there is not a properly defined project plan. When we come to the empirical literature review, a paper by Lemma (2012), Sadik (2017), Andineh (2017) and Endalkachew (2018) indicates that project success is highly determined by the quality of the project plan. The probability of successfully completing a given project will be high if it has a well-established plan. A research paper by Garg and Yadav (2014) states that project planning and management is a key framework for successful completion of any project.

According to Antvik & Sjöholm (2007) the planning processes are highly important, and project execution without proper development of a project plan often causes delays, high cost and general execution problems in the project. The lack of an implemented project plan has caused problems in all project management areas and has made it impossible for the management team to have the required control of project activities. The study by Wang and Gibson (2008), shows that time spent on project planning activities will reduce risk and increase project success.

Effective project planning processes gets better the performance problem of project out comes; Griffith, Gibson (1995) and Griffith et al. (1998) and the study by Hamilton and Gibson (1996) have shown the importance of project planning on projects and its influence on project success. Findings of their study have proven that higher levels of project planning effort can result in significant cost and schedule savings. Therefore, planning was identified as an awfully important project management function for the successes of project outcome.

According to Idoko (2008) many projects in developing countries encounter considerable time and cost overruns, fail to realize their intended benefit, or even totally terminated and neglected before or after their completion. One of the main reasons for the failure of projects in developing countries is lack of effective planning processes. Research works by [(Whittaker 1999), (Dvir, Raz and Shenhar 2003) and others] have indicated poor project planning to be one of the reasons for project failure in developing countries

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

This section presents and explains the methods that are adopted to carry out this study and achieve the required objectives and to answer the research questions. The focus area of the research is identifying the extent to which project planning contributes to the project success. This section describes the research design, sampling and sampling techniques, data source, instrument of data collection and methods and procedures of data analysis. At the end of the chapter, ethical considerations are also described.

3.1. Research Design

Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement, and analysis of data, (Kothari C.R. (2004). Hence, the following research design will be formulated.

The decision to use a certain research approach is influenced by several factors. The nature of the subject under investigation, the setting in which the research is conducted, the availability of sources, and the researcher's background and inclination are only a few of them. The link between methodology and study objectives is a critical aspect in determining the data quality in this regard, (Denzin & Lincoln,1994).

The research design that is applied for this research is descriptive the descriptive design is concerned with describing the characteristics of a particular situation in this case to describe what the current project planning practice looks like in the study organization. As descriptive research: this study will be concerned with describing the existing performance of the organization.

The purpose of this research is to assess the project planning practices of the organization.

3.2. Population or Universe

A population is a well-defined group of items, services, people, households, groups, or items that are being studied. In the population, there should be observable traits on which the researchers will base their findings, (Mbachu, 2004). The study target populations are employees of

commercial bank of Ethiopia who works on the building maintenance sector which are seventy-five staff divided into five teams with fifteen staff members in each team.

Since the sample frame of the study is of manageable size and have well-defined characteristic a total population sampling technique or census sampling technique is applied which is a type of purposive sampling where the whole population will be studied. Then the questionnaire is distributed to project managers, project team leaders, technical and IT officers, associate quality assurance and as well as senior banking business officer who will acquaint with the concerned projects during the specified time.

3.3. Sampling

The target groups in this research study were firsthand participants of the project in follow up and supervising the assessment process of the projects. The number of employees for this research was manageable so all the employees of the building maintenance office, which are seventy five staffs divided into five teams with fifteen staff members are included on filling the questionnaire.

3.4. Data Collection Tools / Instruments

The study is conducted by using both primary and secondary data sources. Primary data are those which are collected a fresh & for the first time & happen to be original in character, (Kohtari, 2004). Primary data was collected from the respondents based on a structurally designed questionnaire. It included both closed ended and open-ended questions. A secondary source of data is those which are made available i.e., data which have already been collected & analyzed by someone else, (Kohtari, 2004). Both primary and secondary data collection approaches were adopted to achieve the aim of this study and to gather relevant information on the stated problem.

3.4.1. Primary Data

Primary data refers to information attained first hand by the researcher. As per Kothari C.R., (2004) the primary data are those which are collected for the first time and thus happen to be originally collected. To assemble primary data questionnaires was prepared and distributed for people that directly participate in the CBE building maintenance projects with open-ended and

close-ended questions to understand what each respondent's subjective opinion about the planning process.

3.4.2. Secondary Data

The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process, Kothari C.R., (2004) the data for this study was collected by reviewing relevant literature, books, annual reports, publications, and previous studies to get the in-depth information to establish the conceptual basis of the research.

3.5. Data Analysis

Data analysis consists of examining, categorizing, tabulating, or otherwise recombining the evidence, to address the initial proposition of a study Yin (1989).

To accomplish the predefined objective of the study, data collected from respondents will be presented, analysed, interpreted, and evaluated as follows: the data obtained through questionnaires will be checked for their reliability by Cronbach's alpha test before being analysed.

To analyse the assessment of planning practice and to summarize the collected data and conduct analysis, the appropriate descriptive statistics will be employed like mean, frequency, percentage standard deviation, mean scores, etc.

The data collected through questionnaires was analysed using descriptive statistics.

3.6. Validity Test

Validity refers to the ability of the instrument to measure what it is designed to measure. Saunders et al., (2009) states that validity is the strength of our conclusions, implications, or propositions. It is concerned with whether an instrument is on target in measuring what is expected to measure. To check the validity of the instrument the researcher worked with the adviser as the expert and agreed whether the instrument was valid or not. The survey and interview questionnaire were also developed based on the literature review and frame of reference to ensure validity of the results.

3.7. Reliability Test

According to Saunders et al., (2009) reliability indicates the extent to which the items in a questionnaire are related to each other and it verifies whether it will produce steady findings at different times and under different conditions. One of the most accepted measures of reliability is Cronbach's alpha. It measures the internal consistency of the items in a scale that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflects a higher degree of internal consistency and values less than 0.5 are unacceptable. Internal consistency involves correlating the responses to each question in the questionnaire with those to other questions in the questionnaire.

3.8. Ethical Consideration

Ethics in research deals about questions on how we formulate and clarify our research topic, design our research and gain access, collect data, process and store our data, analyze data and write up our research findings in a moral and responsible way (Saunders et al., 2009).

The respondents will be told the purpose of the study and asked their permission in the questionnaire. The data collected was only used for this study purpose and it is not accessible for any other purposes. However, the study result will be presented and accessible both for the graduating school and the organization. To ensure that the trust of all parties have been protected & respondents will be informed about the objective of the interview prior to each interview.

CHAPTER FOUR

RESULT AND FINDINGS

This chapter focuses on the analysis, interpretation, and presentation of the gathered data. It is structured into three sections to provide a comprehensive understanding of the findings. Section 4.1 serves as an introduction to the chapter, while section 4.2 explores the demographic information of the respondents, encompassing both personal and professional characteristics. Finally, section 4.3 delves into the results and discussion surrounding the assessment of Planning Practice in CBE. By following this structure, a thorough examination of the data and its implications will be presented.

4.1. Introduction

In this chapter, the analysis of primary data collected through various techniques is presented. Specifically, a total of seventy-five questionnaires were distributed to the staff of CBE who are part of the building maintenance office, divided into five teams with fifteen staff members in each team. Out of the distributed questionnaires, seventy-two were successfully completed, returned, and utilized for the study, resulting in a response rate of 96%. To analyze the research results, the data was processed using SPSS (Statistical Package for Social Scientists) version 23 software. This software facilitated the examination of the collected data and provided valuable insights into the research findings. The subsequent section of this chapter focuses on presenting the descriptive measures of each question response. This analysis provides a comprehensive overview of the data, allowing for a better understanding of the participants' perspectives and opinions.

4.2. Background information of the Respondents

Table 4.1 presents the background profile of the participants who took part in this study. It provides an overview of the demographic information gathered from the respondents.

Table 4.1, Respondents' background Profile

Variables	Classification of variables	Frequency	Percentage
Educational Level	Degree	51	70.08
	Masters	21	29.20
	PhD.	0	0
Job title	Project manager	2	2.77
	Project team leader	3	4.17
	Technical officer	14	19.44
	IT officer	27	37.5
	Associate quality assurance	13	18.05
	Senior banking business officer	13	18.05
Project related experience	Have project related experience	25	34.7
	Have no project related experience	47	65.3
Project management educational background	Have PM background	13	18.1
	Have no PM background	59	81.9
Project management training	Who take PM related training	18	25
	Who do not take PM related training	54	75

Source: Author survey result 2023

According to the data presented in the above table, the majority of participants, comprising 51 individuals or 70.1% of the total participants, hold a bachelor's degree. In terms of job title, the highest percentage of participants (27 out of 72, which is 37.5%) are IT officers. When considering project-related experience, it was found that most participants (47 out of 72, representing 65.3%) have no prior work experience related to projects. Furthermore, in terms of the respondents' project management educational background, a significant majority (81.9%) do not possess formal education in project management. Additionally, 75% of the respondents have not received any project management training.

4.2.1. Reliability test

Cronbach's alpha, a measure of internal consistency reliability, was calculated using SPSS version 23 to assess the reliability of the data collection instrument (questionnaire) employed in this study. In general, the constructs demonstrated good reliability. According to the accepted standards, a Cronbach's alpha (α) value below 0.6 indicates unsatisfactory internal consistency reliability, while a value above 0.6 is considered satisfactory (Malhotra & Birks, 2007; Nunnally & Berstein, 1994). The findings of this study indicated an overall Cronbach's alpha value of 0.911, which exceeded the commonly accepted threshold for internal consistency reliability. This high value suggests that the questionnaire used in the study is reliable in measuring the constructs under investigation. Therefore, the data collected through the questionnaire can be considered trustworthy and dependable for further analysis and interpretation.

Table 4.2: Cronbach's Alpha

N of Items	Cronbach's Alpha
10	.911

Sources: Author's Survey

4.3. Analysis of project planning practice

In a 5-point Likert scale, the possible score ranges from 1 to 5, with 3 being the hypothetical average score. A calculated mean scores below 3 is considered a low mean score, while a mean score above 3 is considered high. Therefore, the analysis in this section will be based on this assumption. The planning processes will be descriptively analyzed. By comparing the mean and standard deviation of the knowledge areas, the main problem areas can be identified. A lower mean score indicates poor performance in the respective knowledge area. The assessment of the current planning practice and its challenges in the Commercial Bank of Ethiopia is based on the project planning inputs widely applied by PMI (Project Management Institute). The following tables present the analysis of the current planning practices in the Commercial Bank of Ethiopia. These tables provide insights into the performance of various planning processes and help identify areas that require improvement or attention.

Table 4.3 Descriptive statistics for project planning practices

Project planning practices	Mean	Std.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Project Scope planning practice	2.91	0.817	3 (4.2)	22 (30.6)	32 (44.4)	13 (18)	2 (2.8)
Project time planning practice	2.58	0.930	14 (9.4)	24 (33.4)	23 (31.9)	11 (15.3)	0
Project communication planning practice	3.13	0.838	1 (1.4)	18 (25)	27 (37.5)	25 (34.7)	1 (1.4)
Project integration planning practice	3.18	0.62	1 (1.4)	5 (7)	41 (57)	25 (34.6)	0
Project quality planning practice	2.81	0.713	2 (2.8)	31 (43)	31 (43)	8 (11.2)	0
Project risk planning practice	2.95	0.681	2 (2.8)	17 (23.6)	37 (51.4)	16 (22.2)	0
Project cost planning practice	2.75	0.957	8 (11.2)	26 (36)	24 (33.4)	13 (18)	1 (1.4)
Project HR planning practice	3.2	0.78	3 (4.2)	9 (12.5)	24 (33.3)	34 (47.3)	2 (2.8)
Project procurement planning practice	3.11	0.897	2 (2.8)	18 (25)	23 (31.9)	28 (38.9)	1 (1.4)

Source: Author survey, 2023 (the number is frequency and parenthesis percentage)

Based on the analysis findings, it was determined that the project time planning practice has the lowest mean value (mean = 2.58, standard deviation = 0.93) compared to other project planning practices. Only 11 respondents, accounting for 15.3% of the total, expressed confidence in the existence of a well-prepared project time management plan within the projects of the Commercial Bank of Ethiopia. This clearly indicates a significant deficiency in the project time management planning within the organization. The findings highlight the

urgent need for improved project time planning practices in the projects of the Commercial Bank of Ethiopia.

The table above further demonstrates that project cost planning is the second-lowest mean scorer among the project planning practices within the organization (mean = 2.75, standard deviation = 0.957). Merely 14 respondents, accounting for 19.4% of the total, express confidence in the presence of a well-established project cost planning in the projects of the Commercial Bank of Ethiopia. This clearly indicates a significant deficiency in the preparation of project cost planning within the organization. The findings emphasize the need for improved project cost planning practices in the projects of the Commercial Bank of Ethiopia.

Moving on to project quality planning, it is evident that it ranks as the third lowest in terms of mean score (mean = 2.81, standard deviation = 0.713). Only 8 respondents, comprising 11.2% of the total, believe that there is a well-prepared quality plan in the projects of the Commercial Bank of Ethiopia. Furthermore, 45.8% of the respondents (43% agree and 2.8% strongly agree) do not agree with the notion that there is a well-established project quality planning in the organization. Additionally, 43% of the respondent's express indifference towards the issue. These findings highlight the need for improved project quality planning practices within the Commercial Bank of Ethiopia, as there is a significant gap between the perceived level of quality planning and the desired standard.

Similarly, the respondents were queried about the presence of properly prepared project scope planning within the Commercial Bank of Ethiopia. The descriptive statistics reveal a mean value of 2.91 (standard deviation = 0.817), which is lower than the average mean value. This indicates that project scope planning is poorly prepared within the organization. Only 20.8% of the respondents (2.8% strongly agree and 18% agree) expressed agreement with the idea that well-prepared project scope planning exists in the projects of the Commercial Bank of Ethiopia. Conversely, 34.8% of the respondents disagreed with the notion, while the remaining respondents expressed indifference. These findings underline the need for enhanced project scope planning practices within the projects of the Commercial Bank of Ethiopia, as there is a clear discrepancy between the perceived level of scope planning and the desired standard.

The results presented in the table above indicate that project risk planning exhibits a mean

value of 2.95 (standard deviation = 0.681), which is below the average mean value. Merely 22.2% of the respondents agreed that there is a risk planning practice within the organization under study. This finding suggests that risks were not adequately identified, quantified, analyzed, and planned for during the project planning stage in the Commercial Bank of Ethiopia. There is a clear need to improve the organization's approach to risk planning, ensuring comprehensive identification, analysis, and proactive response to potential risks throughout the project lifecycle.

The descriptive analysis further reveals that project human resource planning practice obtained the highest mean score (mean = 3.2, standard deviation = 0.78), surpassing the average mean score value. This indicates that a significant number of respondents (2.8% strongly agree and 47.2% agree) acknowledged the presence of well-prepared project human resource planning in the projects of the Commercial Bank of Ethiopia compared to other project planning practices. This finding suggests that the organization places a relatively stronger emphasis on effectively planning and managing human resources for their projects. However, it is still important to continuously monitor and enhance human resource planning practices to ensure optimal utilization and allocation of resources within the organization.

The subsequent project planning process, project integration planning practice, emerges with the highest mean value (mean = 3.18, standard deviation = 0.62), surpassing the average mean value. This signifies the existence of a well-defined and integrated project integration planning practice within the Commercial Bank of Ethiopia. Merely 8.4% of the respondents disagreed with the notion that there is robust integration planning practice in the organization compared to other project planning practices. These findings highlight the organization's commitment to effective coordination and alignment of project activities, ensuring seamless integration across different project components.

The responses depicted in the table above indicate that there is a more favorable project communication planning practice within the Commercial Bank of Ethiopia (mean = 3.13, standard deviation = 0.838). Approximately 36.1% of the respondents (1.4% strongly agree and 34.7% agree) expressed agreement with the notion that the organization exhibits better communication planning practice compared to other project planning practices. Conversely,

26.4% of the respondents (1.4% strongly disagree and 25% disagree) disagreed with this statement, while the remaining respondents remained indifferent. These findings suggest that while the organization demonstrates a relatively stronger focus on communication planning, there is still room for improvement in ensuring effective and efficient communication throughout project implementation.

The presented table highlights that project procurement planning is more effectively practiced in the projects of the Commercial Bank of Ethiopia, as indicated by a mean value of 3.11 and a standard deviation of 0.897, surpassing other poorly practiced project planning activities. The results further reveal that a significant majority of respondents (1.4% strongly agree and 38.9% agree) expressed agreement with the presence of well-implemented project procurement planning. On the other hand, 27.8% of respondents (2.8% strongly disagree and 25% disagree) disagreed with this notion, while the remaining 31.9% of respondents remained indifferent. These findings suggest that while the organization exhibits a relatively stronger performance in project procurement planning, there is still room for improvement and addressing the concerns of those who expressed disagreement.

Level of the application of project planning tools

In order to develop a robust project plan, the utilization of project planning tools is crucial. While there exist various types of project planning tools, the analysis in this study focuses on the following key tools. The table presented below provides an overview of the analysis conducted:

Table 4.4 Descriptive analysis of project planning tools and techniques in commercial bank of Ethiopia

Project planning tools	Mean	Std.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Project planning tools were applied while planning	2.83	0.705	3 (4.2)	24 (33.3)	31 (43.1)	14 (19.4)	0

Source: Author survey, 2023 (the number is frequency and parenthesis percentage)

The analysis of project planning tools in the commercial bank of Ethiopia reveals a mean score of 2.83 and a standard deviation of 0.705. This indicates that the application of project planning tools is deficient within the organization. The mean scores for all the tools are below the average mean score value, suggesting a lack of effective utilization of these tools in project planning.

Overall, the findings indicate that the mean values for some project planning practices are above the average mean value, while for others they are below. However, the majority of responses for most project planning practices tend to fall within the neutral range on the Likert scale. This could be attributed to the respondents' indifference towards these practices. Additionally, the analysis of the respondents' personal background, as presented in Table 4.1, reveals that a significant number of them are unfamiliar with the subject matter and have not received project management training. This lack of familiarity and training may have contributed to their neutral stance on project planning practices.

CHAPTER FIVE
CONCLUSION AND RECOMMENDATION

This chapter of the research paper includes the conclusion to the study of analyzing the project planning practice in Commercial Bank of Ethiopia and forwarding recommendation based on the findings.

Conclusion

The research findings and data analysis led to the formulation of the following conclusions:

- Upon examination of the data and analysis, it has become evident that the project time management plan in the commercial bank of Ethiopia is inadequately prepared. The data reveals that the duration of activities within projects is poorly determined, leading to a significant challenge in estimating the required time for individual activities and overall project completion. This deficiency in time management is a clear indication of substandard project planning practices within the organization. Consequently, without a well-defined and accurate time management plan, the bank faces potential difficulties in executing projects efficiently and meeting their intended deadlines.

- The study organization's project cost planning is found to be inadequately conducted, reflecting a significant shortcoming in their overall project planning approach. A well-prepared cost management plan is a crucial component of a successful project plan, as it provides vital insights and guidelines for financial control. However, in this case, the study organization has neglected to give due attention to this critical aspect. This trend of surpassing the allocated budget clearly indicates the study organization's poor planning practices, underscoring an inherent flaw in their project execution approach. It signifies a deficiency in accurately estimating and controlling project costs, resulting in financial strain and potential project delays.

- The commercial bank of Ethiopia building maintenance office projects exhibits inadequate implementation of the project quality management plan. The data collected from respondents indicates a lack of a well-structured and organized

approach to project quality management within the company. Every project should have a robust quality plan and a mechanism for quality assurance. However, the study organization demonstrates a weak quality management system and planning practice.

- Project scope planning is not also well done in building maintenance office of commercial bank of Ethiopia because. For determining the scope of the project and to prepare a plan each activity in the project should be well defined. But in the study organization, according to the data obtained from the survey and the analysis made there is a poor practice of defining activities. As a result, it is impossible to determine the scope and prepare a good project scope plan.
- The commercial bank of Ethiopia building maintenance office exhibits deficiencies in project scope planning. The process of determining and defining the project scope is essential for effective planning and successful project execution. However, based on the data obtained from the survey and subsequent analysis, the study organization demonstrates poor practices when it comes to defining project activities. The absence of well-defined activities hampers the organization's ability to accurately estimate resource requirements, establish timelines, and allocate appropriate budgets. Without a solid foundation of defined activities, there is a higher risk of project scope creep, which can result in delays, budget overruns, and compromised project objectives.
- The commercial bank of Ethiopia specifically building maintenance office demonstrates relatively stronger practice in project procurement planning. Project procurement planning involves strategically identifying, sourcing, and managing the necessary resources and services to support project implementation.
- The commercial bank of Ethiopia specifically building maintenance office demonstrates relatively stronger practice in communication planning. Communication planning involves ensuring effective and efficient communication throughout project implementation.
- It is demonstrated that there is a proactive approach to understanding and aligning the human resource requirements for project execution.

- CBE specifically building maintenance office integration planning places importance on integrating various project elements into a cohesive whole. This comprehensive approach ensures that all project components work seamlessly together, minimizing conflicts, maximizing synergies, and enhancing overall project performance

- The application of project planning tools, such as Gantt charts and the logical framework approach, in the company is subpar. The data and analysis indicate that the commercial bank of Ethiopia struggles with the effective utilization of project planning tools. These tools play a crucial role in organizing and visualizing project activities, timelines, dependencies, and resources. However, their application within the organization falls short of best practices.

Recommendation

The project plan is a critical determinant of project success, playing a vital role in achieving project objectives. A well-developed and executed project plan significantly contributes to positive project outcomes. Conversely, inadequate project planning is a primary cause of project failures. Therefore, the researcher strongly believes that establishing a robust project plan is imperative for the successful completion of commercial bank of Ethiopia projects. Based on the study findings, the researcher would like to propose the following key recommendations:

- Comprehensive Planning: It's recommended that the commercial bank of Ethiopia building maintenance office prioritize the development of comprehensive project plans that encompass all essential aspects, including scope, time, cost, quality, risk, and resources. A thorough and well-structured plan ensures that all project elements are properly defined, estimated, and managed.

- Stakeholder Engagement: Effective project planning requires active engagement with relevant stakeholders. It's advisable that the bank involve key stakeholders from the early stages of project planning to gather inputs, understand expectations, and ensure their alignment with project goals. Regular communication and collaboration with stakeholders throughout the project lifecycle are vital for success.

- Clear Objectives and Deliverables: Project plans should establish clear and

measurable objectives and deliverables. It's suggestible that the bank should define specific project goals, outlining what needs to be achieved and how success will be evaluated. This clarity ensures that project teams have a shared understanding of the desired outcomes, facilitating effective decision-making and progress tracking.

- Realistic Timeframes and Milestones: The project plan is recommended to include realistic timelines and well-defined milestones. Adequate time estimation and sequencing of activities are crucial for managing project schedules and avoiding unnecessary delays. The bank should ensure that project timelines align with the available resources and account for potential risks or uncertainties.

- Risk Management: Effective project planning involves identifying and mitigating potential risks. It's advisable the bank incorporate risk assessment and management strategies into the project plan. This includes identifying project risks, evaluating their potential impact, and developing contingency plans to address them. Proactive risk management enhances project resilience and minimizes disruptions.

- Resource Allocation: It's suggestible that the project plan should carefully consider resource requirements and allocation. The bank should assess and allocate resources, such as finances, personnel, equipment, and materials, based on the project's needs. Adequate resource planning and allocation contribute to efficient project execution and help avoid resource constraints or bottlenecks.

- Monitoring and Evaluation: It is suggestible that the project plan include mechanisms for ongoing monitoring and evaluation. The bank should establish metrics and performance indicators to track project progress, assess outcomes, and identify areas for improvement. Regular monitoring ensures that the project remains on track and enables timely adjustments to address any deviations.

- Human resource development: To cultivate essential project management skills among project managers and team members, it is recommended to provide project management training prior to their assignment to projects. Therefore,

the project management office (PMO) must prioritize the inclusion of training as an integral part of the project plan. Effective project management requires a comprehensive understanding of project management principles, methodologies, and best practices. By providing training, the PMO can equip project managers and team members with the necessary knowledge and skills to successfully execute their roles and responsibilities.

- It is recommended for the entire project planning team to have a collective understanding of the significance and process of project planning. To ensure this it is recommended to raise awareness among the project planning team through both short-term and long-term training programs. By providing such training, the team members can acquire the necessary knowledge and skills to effectively contribute to the project planning process. This will foster a common understanding and enhance the overall competency of the project planning team, leading to more successful project outcomes.

- While projects may differ in their nature, cost, and timeline, it is recommended to recognize that valuable lessons can be learned from each project. Incorporating these lessons into future projects can streamline decision-making processes and prevent the recurrence of similar errors. Therefore, it is imperative for the project management office (PMO) to prioritize the regular documentation of lessons learned. Regularly documenting lessons learned allows for continuous improvement in project management practices, promotes a culture of learning and knowledge-sharing within the organization.

By implementing these recommendations and prioritizing the establishment of a strong project plan, the commercial bank of Ethiopia can enhance the success rate of its projects. A well-executed project plan sets the foundation for effective project management, facilitates informed decision-making, and increases the likelihood of delivering projects on time, within budget, and to the satisfaction of stakeholders.

Reference

Adisa Olawale, Y. & Sun, M.(2010). Cost and time control of construction projects: inhibiting factors and mitigating measures in practice. Construction Management and Economics, 509–526.

Al-Maghraby, R. (2008). A project management perspective on ITIL® V3.

Antvik,S. & Sjöholm, H. (2007). Project Management and Methods. Stockholm: Elanders Sverige AB.

Atkinson, R. (1999). Project management: Cost, time, and quality, two best guesses and a phenomenon, it's time to accept other success criteria. International Journal of Project Management, 17 (6), 3370342.

Briner, Hastings, & Geddes,1996, Project Leadership.

CBE's 75th Adversary Profile, 2017).

Clealand, D.I and Ireland L.R (2002) *project management strategic design and implementation*, 4th edition, New York, McGRAW-HILL.

Commercial Bank of Ethiopia Facilities Management Division Job Description).

Griffith, Gibson (1995) and Griffith et al. (1998).

Endalkachew, T. (2018) practice and challenges of project planning: the case of satcon construction company head office in Addis Ababa Ethiopia.

Guo-li, Y. (2010). Project Time and Budget Monitor and Control Management Science and Engineering, 56-61.

Idoko, L. A.(2008) Developing local capacity for project management – key to social and business transformation in developing countries PMI global congress 2008. Project management institute.

Jasper Mbachu, R. Nkado,2006, Conceptual framework for assessment of client needs and satisfaction in the building development process.

Jemima, N. (2015) Post Graduate Diploma – Project Planning and Management; (Uganda Management Institute) BSc. Construction Management (Hon.); (Makerere University, Kampala)-(Alexander 2010).

John R. Walker (2007), Exploring the Hospitality Industry.

Kerzner, H. (1998). Project management: A systems approach to planning, scheduling and controlling. 6th Ed New York: Wiley.

Kerzner Harold, 2003 Project Management: A Systems Approach to Planning, Scheduling, and Controlling. 8th Ed Berea, Ohio.

Kerzner, Harold. 2006. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. 9th Ed New Jersey.

Kernzer, 2009 Project Management: A Systems Approach to Planning, Scheduling, and Controlling).

Kothari C.R., 2004, Research Methodology: Methods and Techniques, 2nd ed., new age international limited publishers, New Delhi, -(Denzin & Lincoln, 1994).

Kululanga & Kuotcha, 2010, Measuring project Risk management process for construction contractos with statement indicators linked to numerical scores

Meredith, J. R., & Mantel Jr, S. J. (2011). Project management: a managerial approach. John Wiley& Sons.

Project management institute (2001). Project management fact book, 2nd edtion, PMI.Inc.

PMI (2004), Guide to the Project Management Body of Knowledge (PMBOK).

PMI (2008). Guide to the Project Management Body of Knowledge (PMBOK), 4th edition, USA, Pennsylvania. Project Management Institute Inc.

Ramsing (2009), Project Communication in a strategic internal perspective.

Richard A. (2012). Project Planning Techniques, Management and Concepts. Vienna, VA.

Saunders M., Lewis P. and Thornhill A. (2009), Research Methods for Business Students, 5th Ed. Prentice Hall

Wang, Y. R., & Gibson, G. E. (2008). A study of pre-project planning and project success using ANN and regression models. In *ISARC 2008 - Proceedings from the 25th International Symposium on Automation and Robotics in Construction*, 688-696.

Wei, B. and Yang, L. (2010) A Review of Heavy Metal Contaminations in Urban Soils, Urban Road Dusts and Agricultural Soils from China. Microchemical Journal, 94, 99-107.

Whittaker 1999), (Dvir, Raz and Shenhar 2003) and others

Yadav, B. and Garg, A. (2014) Impact and Remedial Strategy of Fluoride in Ground Water—A Review. International Journal of Engineering Research and Applications, 4, 570-577

Appendix: Questionnaire

St. MARY'S UNIVERSITY

School of Graduate studies

Master of Project Management

Questionnaire to be filled by respondents.

Dear Respondents:

First of all, I would like to express my appreciation for your generous time, honest and prompt responses.

The title of this project work is "Assessment of Project Planning Practice in Commercial Bank of Ethiopia: The Case of Building Maintenance Projects in Addis Ababa"

Please note that your views in this questionnaire shall not be, in any way, used for any other purpose rather than the advancement of this study. You are therefore assured that your views on the content of this questionnaire shall not be used in any way that might cause damage to your reputation as an individual or otherwise, integrity, emotions, or indeed professional conduct as the information provided will be treated with high level of confidentiality. Individual responses will not be identifiable as they will be treated in aggregate when reporting the findings.

PERSONAL DETAILS OF THE RESPONDENT

1. Sex Male ☐ Female ☐
2. Age 20-30 ☐ 31-40 ☐ 40-50 ☐ 50+ ☐
3. Educational back ground: _____
4. Your current Job title in the company: _____
5. Your current position in the Building Maintenance Project team:
   _____
6. Your work experience in the company: _____
7. How many projects have you participated in as project team member or as a project manager? _____
8. Is there project planning department in project management office? Yes ☐ No ☐
9. Do you have educational background on project management field? Yes ☐ No ☐
10. Did you take project management related trainings? Yes ☐ No ☐
11. If your answer for question No. 7 is yes, specify the type of training
    _____

Instructions: Please tick in the provided space which is the most suitable using the given scale. Please also answer all the questions considering the projects you participated to enhance the objectivity of the project work

No	Description	Scale				
12	More effort is spent in planning stage compared to other stages	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13	Project time management plans are well prepared					
14	Project activity schedule is determined in the planning phase					
15	Project planning activities are completed prior to project execution					
16	Project management scope plan is well prepared					

17	the project scope is well defined in the planning phase					
18	Work break down is used while planning					
19	Project Human Resource Management Plan is prepared during the planning phase					
20	Project team is planned /allocated early in the planning stage					
21	Team members/officers are motivated and committed to participate in the planning process					
22	Project Managers/Team leaders are often capable of managing projects					
23	Project cost plan is well prepared					
24	Project cost is well estimated in the planning phase					
25	Project quality plan and quality assurance process are well prepared					
26	Quality standard identified					
27	Project integration plan is well prepared					
28	key stakeholders are actively involved in planning stage					
29	Functional departments of the parent organization was involved in planning stage					
30	Roles of stakeholders is identified during the planning stage					
31	Project procurement plan is well prepared and identify which project needs can be best met by procuring products or services outside the project organization					
32	Communication plans and strategies are established during project planning Process					

33	Communication channels of projects are determined during project planning Process					
34	On-going communication with project stakeholders are maintained					
35	Contingency plans are included in the project planning process					
36	The project plan is detailed and easy to understand by every stakeholder					
37	There is always a Project Management Plan document at the ends of the planning phase					
38	Organizational previous project data warehouse is available					
39	Project planning tools and techniques are applied while planning					
40	Logical framework approach is properly Used					
41	Gantt chart was properly used					

42. If you want to list any additional information about the planning practice of the organization

_____

_____

_____

_____

_____

_____

_____

Thank You